

# A study of Relationship between Leadership Styles and Job Security among Nurses Working in Makkah health cluster in Saudi Arabia

## 2021

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### Abstract

**Background:** There are major changes taking place in healthcare for nurses, owing to their role, their education, and the respect they have received, which are contributing to their job security. Working in hospitals usually entails extraordinary psychological and emotional stress in which the nursing staffs have numerous relationships with others, particularly the nursing managers. The increase in work-related stressors and job strain can affect nurses' job security. **The aim** of this review was to investigate the relationship between job security among nurses and leadership styles at Makkah health cluster in Saudi Arabia, Saudi Arabia 2021 **Synthesis** **Methods:** This study employed a quantitative cross-sectional research design. The study was conducted at Makkah health cluster in Saudi Arabia, Saudi Arabia region 2021. **Design:** The systematic review canvassed a convenience sampling of 226 nurses was selected according to inclusion criteria for this study. Tools of data collection: Path-Goal, Leadership Styles Questionnaire, and Job Security Questionnaire tools were used to assess job security levels among nurses working at Makkah health cluster assess the leadership styles among nurses working at Makkah health cluster, and describe the relationship between job security among nurses and leadership styles. **Results:** The results showed that the majority of participants have a path-goal leadership style as nursing managers. Also, the results of the current study showed that

most participants on average had the following job security dimensions and the total job security. The results of the current study showed that there was a significant positive correlation between path-goal leadership styles and job security domains. **Conclusion:** The study's findings concluded that there has been a significant relationship between job security and leadership style. Hence, the aim of the study was achieved, and the goal was proved that there is a relation between the two variables, so if the manager uses an effective leadership style, this will improve the nurses' job security.

**Key Words:** Job security, Leadership styles, Nurses Leaders, Nurse managers and Nurses.

### **Introduction:**

#### **Background:**

A leadership style refers to a leader's characteristic behaviours when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change (Albougami, 2020). They can also motivate others to perform, create and innovate. Job satisfaction, on the other hand, is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. It is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied (Al-Yami, 2018)

The increase in demand for nursing care and the consequent shortage of nurses nationally in Saudi Arabia and worldwide is an alarm. The high level of nurses' job security can overcome this national and worldwide nursing shortage. (Asiri, 2016)

Leadership styles are important factors that affect job satisfaction and job security. Ineffective leadership styles can cause negative consequences like job insecurity. Job insecurity creates challenges every day at work and in therapeutic relationships because an employee is incompetent to provide a high quality of care. Enriched working environments and professional development impact not only their comfort and quality of life, but also their performance and, by allowance, the running of the healthcare system (Jiang & Lavaysse, 2018). Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between

actual outcomes and desired outcomes (Mosadeghrad, 2003b). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers.

Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki and Kalimo, 1994). Job satisfaction is also found to be positively-related to patient satisfaction (Morana, 1987; Kivimaki and Kalimo, 1994). Among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role. Leadership is a management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization.

Consequently, the present study was directed to investigate the relationship between job security among nurses and leadership style.

### **3. Method**

#### **Aim of the study:**

The study was conducted to investigate the relationship between job security among nurses and leadership styles.

#### **1.5: Through three objectives:**

- To assess job security levels among nurses working at Makkah health cluster in Saudi Arabia region2021.
- To assess the leadership styles among nurses working at Makkah health cluster in Saudi region2021.
- To describe the relationship between job security among nurses and leadership styles.

#### **Review Question**

1. What is the extent of job security among nurses working at Makkah health cluster in Saudi Arabia region2021?
2. What are the most used leadership styles among nurses working at Makkah health cluster in Saudi Arabia region2021?
3. What is the relationship between nurse's job security and leadership styles at Makkah health cluster in Saudi Arabia region2021?

**Search methods**

The systematic review canvassed a convenience sampling of 226 nurses was selected according to inclusion criteria for this study. Tools of data collection: Path-Goal, Leadership Styles Questionnaire, and Job Security Questionnaire tools were used to assess job security levels among nurses working at Makkah health cluster, assess the leadership styles among nurses working at Makkah health cluster, and describe the relationship between job security among nurses and leadership styles.

A rigorous search was undertaken covering three electronic databases: Science Direct, Pro Quest, and PubMed and the search engine Google Scholar. The search dates were 2016 to September 2021. Reference lists of relevant articles were also scanned for additional articles. The primary search terms were "Job security", "Leadership styles", "Nurses Leaders", "Nurse managers" and "Nurses". Each database was searched either using these primary terms, or the terms were modified as necessary to search different databases were explored.

**Inclusion criteria**

- Inclusion criteria for the review consisted of Journal articles that address the research question on the effect of leadership styles on nurse's job security reviewed
- Articles published within the years (between 2016 and 2021)
- Journal articles published in English

**Exclusion Criteria**

- Exclusion criteria included studies that were conducted Journal articles that addressed other areas other than the effect of leadership styles on nurse's job security
- Articles (published before 2016)
- Articles published in other languages as opposed to English, including Arabic.

**Search outcomes**

Limits were applied to the search process on the database. The search limits include literature published in the years (2016-2021) and published in the English language. The search was further limited to scholarly peer-reviewed journal articles. Succeeding a comprehensive search of journals from PubMed, the database generated 524 articles, as outlined in PubMed search history in Figure 1 below. However, it was imperative to select and screen for journal articles that defined the literature review.

History and Search Details Download Delete

Search	Actions	Details	Query	Results	Time
#9	...	>	Search: <b>job security</b> Filters: <b>Free full text, in the last 5 years</b>	455	01:23:51
#7	...	! >	Search: <b>relationship between nursing job security and leadership styles</b> Filters: <b>Free full text, in the last 5 years</b>	1	01:21:28
#6	...	! >	Search: <b>relationship between job security and leadership styles</b> Filters: <b>Free full text, in the last 5 years</b>	2	01:20:53
#4	...	>	Search: <b>(nursing job security) AND (nursing job insecurity)</b> Filters: <b>Free full text, in the last 5 years</b>	6	01:19:26
#2	...	>	Search: <b>(leadership style) AND (nursing leadership styles)</b> Filters: <b>Free full text, in the last 5 years</b>	60	01:17:32

**Figure 1: History and Search Details on PubMed**

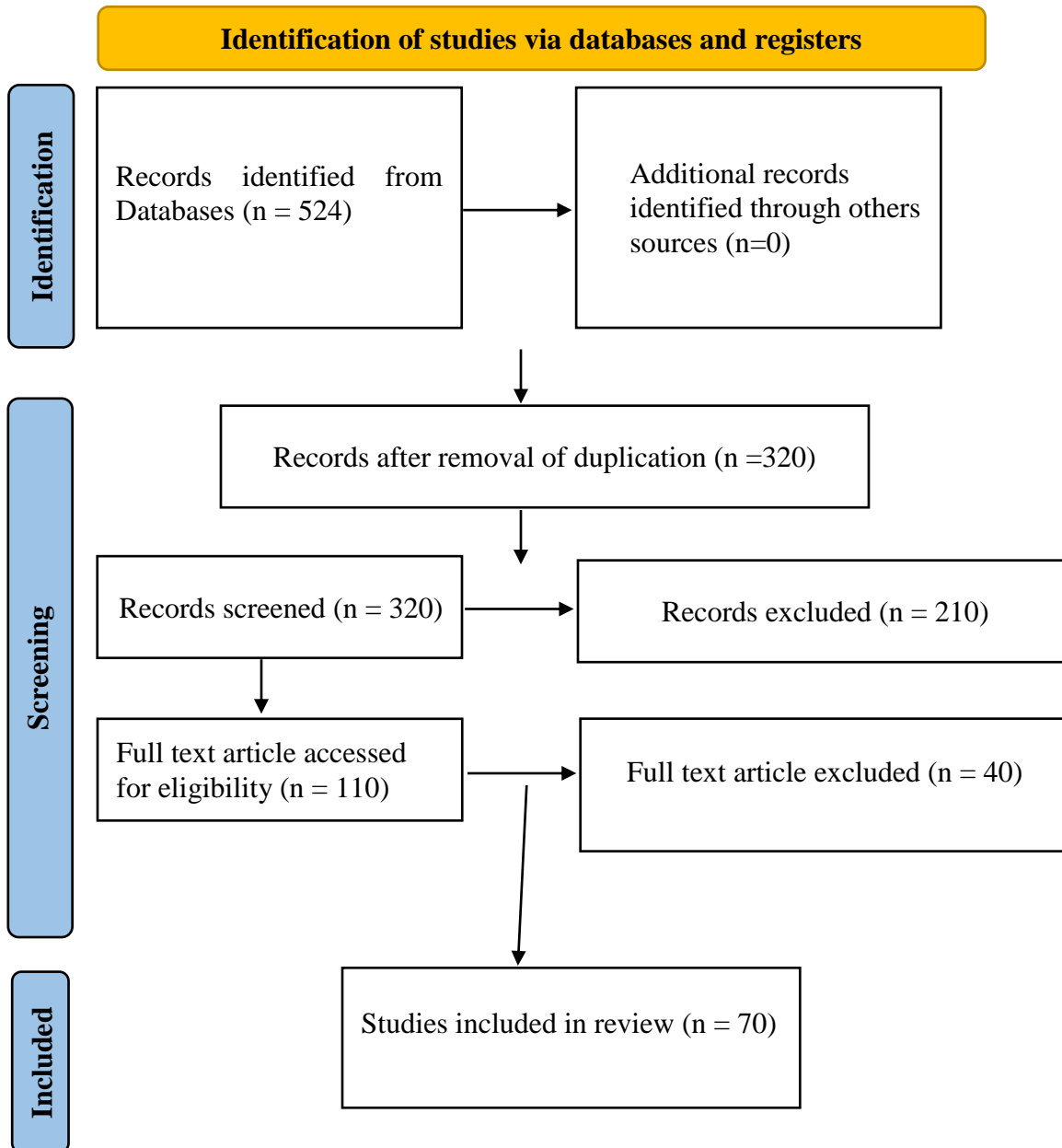
The screening process began with removing duplicates and then focused on the availability of full-text articles. The articles were then examined against the inclusion and exclusion criteria. The screening process generated 70 studies for the literature review.

### Quality appraisal

The quality criteria checklist was based on the criteria identified in the Critical Appraisal Skills Programmer .15 The appraisal process was independently undertaken by reviewers who looked for the strengths and weaknesses in the design, validity, and biases associated with each study. In this review the relevant tool was applied to studies based on their design. Any disagreement was resolved by reviewer. The included studies were mainly retrospective and prospective observational design. Prospective design has less measurement error than retrospective design; however, both are at risk of hidden unmeasured confounders and selection bias, which can influence internal validity.

Was assessed using both quantitative and qualitative quality criteria . Since the quality of the included studies was sufficient, no studies were excluded based on their methodological quality. The quality indicators for each study are provided in.

The following Figure (2) outlines the PRISMA flow diagram that highlights and summarizes the screening process after a comprehensive search process on PubMed.



**Figure 2: PRISMA Flow Diagram**

As shown in Figure (2) outlines the PRISMA flow diagram that highlights and summarizes the screening process after a comprehensive search process on PubMed. After removal of duplicate studies . Following screening of titles and abstracts, not applicable to

the review question, and were excluded. Were excluded following the application of the inclusion criteria. . (See detailed explanation in (Fig.2)

### Data extraction

The quality indicators for the quantitative and qualitative data in mixed-method studies are recorded in Tables 1 . Relevant information from the primary studies was identified, extracted, and is presented in Table 3. Organising relevant data such as time of onset, The PICOT research guided the systematic search process, what is the relationship between nurse's job security and leadership styles at Makkah health cluster in Saudi Arabia region 2021, The research was broken down into specific terms according to the PICOT mnemonic and how antecedents were communicated, assists in the identification of patterns, and facilitates the next stage of analysis.

### Data analysis

Variables were identified in the individual studies and their reported findings. Those variables that have the same pattern were grouped under a specific code. However, various findings from one study could come under different themes. The findings were then summarized in a narrative manner.

**Table 1**  
**Quality indicators of the quantitative studies .**

Author(s) & origin	Was the study design appropriate to answer the research questions?	Was there a clear focused question for the study to address?	Was the cases allocated appropriately?	Was randomization for subject Selection applied?	Was there appropriate comparison?	Was the analysis Sufficiently described?
Bryman, A.	Yes	Yes	Yes	No	NA	Yes
Churpek	Yes	Yes	Yes	Yes	NA	Yes
Dewanto	Yes	Yes	Yes	Yes	No	Yes
Fischmann	Yes	Yes	Yes	Yes	No	Yes
Shahnavazi	Yes	Yes	Yes	Yes	NA	Yes
Cho	Yes	Yes	Yes	Yes	No	Yes
Transformational	Yes	Yes	Yes	Yes	No	Yes
Witzak	Yes	Yes	Yes	Yes	NA	Yes

Wojtkowska	Yes	Yes	Yes	Yes	No	Yes
Zhang	Yes	Yes	Yes	Yes	No	Yes
Spector	Yes	Yse	Yes	Yes	No	Yes

### Research Problem

There are major changes taking place in healthcare for nurses, owing to their role, their education, and the respect they have received, which is contributing to their job security (Salmond & Echevarria, 2017). Working in healthcare organization is commonly connected to an increased risk of taking leave or absence of staff. Working in hospitals usually entails extraordinary psychological and emotional stress in which the nursing staff has numerous relationships with others, particularly the nursing managers. The increase in work-related stressors and job strain can affect nurses' job security (Lexén et al., 2020).

Since nurses are the largest assemblage of workers in the healthcare system, and likewise, because they play a vital hands-on role in the provision of patient care and hospital functioning, and because the previous reason nurses' security is directly linked to their performance, patient care, and patient outcomes, nurses' job security must be reassured by the hospital management system.

Furthermore, the nursing shortage has presented hospitals in numerous countries around the world with challenging experiences in providing high quality and safe nursing care to patients (Tourani et al., 2016). The main reasons for the nursing scarcity are poor leadership style, lack of managerial support for nurses, nurses' ambiguity over the impending, low job satisfaction, unsatisfactory job opportunities, turnover intentions, and job insecurity.

Job security is well-defined as the declaration that an employee has about his/her current job in the future. As well, it likewise refers to the outlook of professional development opportunities in the future. Employees seek specific job security if they believe they have a suitable long-term job and are sufficiently experienced to do so (Arajo-dos-Santos et al., 2018).

Job security is determined by several factors, such as the highest satisfaction with varied features of the job; wages; career advancement chances; more job satisfaction; outstanding self-reported health and well-being; more organizational commitment; reduced turnover intentions; advanced products; and low costs to society. Conversely, job insecurity



harmfully distracts all previous factors and employees' performance so that workers with progressive job insecurity have an extra absenteeism rate from work (Asl et al., 2017; Kakemam et al., 2018).

Employees in the organization often feel job insecurity. Moreover, when the facilities in the organization are inadequate, job insecurity causes employees to sense that they are not comfortable working and decide whether to stay or not in the organization. Ratnasari & Lestari (2020) find the leadership style to be one factor that affects the employee's job security.

Earlier scholarship proposed that leadership styles may have an influence on job insecurity among workers. A supportive leadership style will inspire the development of the people around them by committing to tangible values, beliefs, and behaviors. If the leader cares about their subordinates and gives honest feedback on their behavior and performance, it will make the employees happier and, in the long run, improve their job security (Wang et al., 2020).

The leader's supportive role will result in constructive work outcomes, such as competent job performance and organizational citizenship behavior, and optimistic work attitudes, like organizational commitment, job satisfaction, and also the intention to remain (Richter et al., 2018). Although in organizations that have undergone poor leadership styles, they have been shown to be negatively correlated with the experience of job insecurity. So, the study will be conducted to investigate the relationship between job security among nurses and leadership styles.

### **1.2: Significance of the Research:**

The population of Saudi Arabia is expected to reach thirty-seven million residents by the year 2025 (Falatah & Conway, 2019). The hasty growth of the Saudi populace and the increasing incidence of chronic diseases, for example, obesity and diabetes mellitus, the hiring, retention, preparation, and skills of nurses were identified as critical issues in effective care delivery. Right now, the Kingdom of Saudi Arabia has an unimaginable lack of nurses and relies heavily on nurses who have left the country, which causes unique problems (Aboshaiqah, 2016, and Alluhidan et al., 2020).

In an international context, there's likewise a nursing staff shortage (Alharbi et al., 2019). This worldwide nursing shortage influences the quality of care. Quality of care is a

dynamic part of attaining high output levels inside healthcare organizations and is distinct because of the point at which the prospect of accomplishing the expected health products is capitalized on and in proportion to rationalized professional awareness and abilities in health services. Quality of care is significantly distressed by nurses' shortage, and nurses' shortage is triggered by lack of job security (Dewanto & Wardhani, 2018).

There are abundant journals identifying leadership style as a significant component of the standard of healthcare. Also, this research identified that there was a significant progressive relation between efficient styles of leadership and lower levels of nurses' turnover and nurses' job security (Peerman, 2021). As well, scholarships have focused on the prominence of leadership style for quality of healthcare delivery in nursing training (Sfantou et al., 2017). The abundant power of nurse executives on workers' well-being and abilities is repeatedly realized in various methods, whether in terms of nursing retention or decreeing the nurse burnout and intention to leave or increasing the nursing staff job security. The leadership performance of nurse leaders can or damagingly affects products for organizations, employees, workers, and, eventually, patients (Lavoie-Tremblay et al., 2017).

What's more, several hospitals in the Kingdom of Saudi Arabia are also overloaded with an insufficient number of nurses, a huge load, incompatible work environments, ineffective communication, poor salaries, ineffective leadership styles, and low managerial support for nurses (Alsadaan et al., 2021). Hence, nurse managers need to pay auxiliary insights to nurses' perspectives and worries to motivate them to yield high-quality services (Gharibi et al., 2016).

One of the key causes of job insecurity in hospitals is the leadership style. But there is limited research worldwide and no research conducted in Saudi Arabia investigating the relationship between leadership style and job security, and thus, it's still unclear whether Saudi nurses' job security is related to leadership styles or not. So, this study was done to narrow these gaps.

### **1.3: Value of study to the Kingdome:**

There are no studies on the study topic in Saudi Arabia's Makkah Almukarramah, The results of the current study provided significant value to hospitals, nurses, and nursing managers through addressing an effective leadership style that maximizes the job security level. More importantly, the results of this study could be a turning point in how nurses lead

their staff and could be used by nursing schools to improve their courses on leadership and management.

Thus, this research found the relationship between leadership styles adopted by the administrators and staff work security. In other words, workers who perceived their manager as being authentic conveyed more job satisfaction and less job insecurity, and intentions to leave the job. So, the findings proved the assumption that staff employed by loyal managers in satisfying work environments, plus having an elevated sense of job security, exhibit considerably advanced levels of inclusive educational job satisfaction.

### 1.6: PICOT Question

The following PICOT research question guided the systematic search process:

What is the relationship between nurse's job security and leadership styles at Makkah health cluster in Saudi Arabia region2021?

**The research was broken down into specific terms according to the PICOT mnemonic as follows:**

<b>P</b>	<b>Nursing staff</b>
<b>I</b>	<b>leadership styles</b>
<b>C</b>	<b>None</b>
<b>O</b>	<b>Job security</b>
<b>T</b>	<b>2022</b>

### Definition of Research Keywords:

- **Leadership styles:** are defined as a planned method through which the leader powers a cluster of individuals; it also refers to the leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people (Gandolfi & Stone, 2016).
- **Job security:** is defined as the reassurance of a worker's job permanence as a result of the financial circumstances in the country. It concerns the opportunity or likelihood of workers keeping their jobs. It is perceived that workers are free from the horror of being terminated from their current occupation or job loss. Job security is a worker's declaration or sureness that they will keep their present job for a longer period as they so hope. It is the assurance from a company or institution that their employees will remain with them

for an evenhanded period, rather than being wrongfully terminated (Wilczynska et al., 2016).

- **Job insecurity:** Meanwhile, the idea of job insecurity has been announced and numerous definitions of it have been delivered. One of the more commonly cited definitions is that job insecurity is the apparent risk of job loss and the uncertainties related to that risk. An inclusive summation of definitions recommends that certain of them define job insecurity as multi-dimensional, discriminating between qualitative fears about the persistence or loss of the job itself and qualitative fears about the sustained presence of respected job structures (Huang et al., 2021 & Brondino et al., 2020).

## 1. Literature Review

### 2.1: The Systematic Search Process

The following PICOT research questions guided the systematic search process:

What is the relationship between nurse's job security and leadership styles at Makkah health cluster in Saudi Arabia region 2021?

The research was broken down into specific terms according to the PICOT mnemonic as follows:

- P – Nursing staff
- I – leadership styles
- C - None
- O - Job security
- T – 2022

The PICOT framework and research questions generated the search terms and the keywords that began the systematic search process. The main keywords include nurse leaders, leadership styles, and nursing job security. For a focused search, it was necessary to use synonyms, phrases, and brand names to get results that matched the PICOT research questions, as shown in the table below.

### 2.2: Keywords and Synonyms

**Nurse leaders:** Nursing staff, nurse managers and staff nurses.

**Leadership styles:** Autocratic, democratic, laissez-faire, transformational, transactional, situational, authentic, and mixed leadership styles.

**Nursing job security:** Nursing job security, nursing job insecurity.

Keywords facilitate searches on PubMed, and PubMed chooses to obtain accurate retrievals when searching. Because PubMed is a human-curated database based on scholarly and quality criteria, data about each article is entered into the database in a uniformly structured way: author, title, date, journal name.

Limits were applied to the search process on the database. The search limits include literature published in the years (2016-2021) and published in the English language. The search was further limited to scholarly peer-reviewed journal articles. Succeeding a comprehensive search of journals from PubMed, the database generated 524 articles, as outlined in PubMed search history in Figure 1 below. However, it was imperative to select and screen for journal articles that defined the literature review.

### **2.3: Literature Review Findings:**

The comprehensive search for literature generated different studies that covered different aspects of the topic. A perusal of the journal articles established through the systematic search process established studies with different themes. The themes guided the literature review, and they include the leadership styles of nurse leaders, the nursing staff's job security, and thus the relationship between nurses' job security and leadership styles. Current literature presents convergent and divergent outcomes that anchor the subsequent literature review.

#### **Job insecurity and job security:**

Job insecurity is a work-related stressor with challenging worries about the person's physical, psychological, and mental health. Lack of job security not only has incompatible personnel effects on public health and well-being; it also detrimentally distracts workers' job satisfaction and assurance (De Witte et al., 2016 & Fischmann et al., 2018). What's more, it can disturb organizations' performance by decreasing employee retention rates, decreasing organizational skills and productivity, and influencing society generally by resulting in social conflict and a scarcity of customer confidence (Sverke et al., 2019).

Job insecurity denotes a governmental command that sustains the variability and enduring insecurity of employees, acquiescing them to additional consideration. Job insecurity amongst civilian employers was driven by deviations subsequent to the transformation of government tackle. Job insecurity was widely provisioned for and done with a lack of salary modification for appealing many employees; the application and

increase of numerous payment diversities; increased employee subcontracting; and the narrowness and dictatorship of organizations in their affiliation with community sector arrangements (Arajo-dos-Santos et al., 2018).

Job security is defined as the reassurance of a worker's job permanence as a result of the financial circumstances in the country. It concerns the opportunity or likelihood of workers keeping their jobs. It is also perceived that workers are free from the horror of being terminated from their current occupation or job loss. Job security is a worker's declaration or sureness that they will keep their present job for a longer period as they so hope. It is the assertion of the business or institute that their workers will continue with them for an evenhanded period, deprived of being erroneously terminated (Wilczyńska et al., 2016).

While job insecurity is defined as the apparent risk of job loss and the uncertainties related to that risk. Also, job insecurity is defined as multi-dimensional, discriminating between qualitative fears about the persistence or loss of the job itself, and qualitative fears about the sustained presence of respected job structures (Huang et al., 2021 & Brondino et al., 2020).

Bearing in mind that in the health segment, the ministry of health is the chief manager of nurses, nursing technicians, and nursing aides, these employees are distressed by job insecurity. There are many different kinds of job insecurity in nursing. These include the relationship between the job and the employee, uncertainty about the job, income, working shifts, the right environment for the job, and work circumstances. These things affect the health and quality of life of the employee, leading to physical overtiredness and mental worries (Silva et al., 2020).

What's more, nursing staff are the supreme vital professional assemblage in the health sector. In hospitals, they implement an incessant and continuous patient observation and monitoring performance, synchronizing the work of other health care personnel and safeguarding resources. With job insecurity, the nursing staff is vulnerable to greater distress as they're unable to try to do the whole lot that's best for patients (Goodare, 2017).

Job security, which is endangered by mutual joblessness and unpremeditated employment, is connected to the migration of nurses (Galbany- Estragués et al., 2019). One proportion that challenges job security is "risky work," defined as the workplace that's undefined, insecure, and uncertain from the employees' perspective (Gea- Caballero et al.,

2019). Risky work belongs to low-quality occupations and is pronounced with relationships as flexible, low income, nonconforming, momentary, part-time, and unplanned. Furthermore, risky work raises public concerns about disrupting health inequities, and risky workers are at risk of being excluded from the hospital or organisation (Granero-Lázaro et al., 2017).

Pressures directed at job security have diminished nurses' quality of life which consistently grounds them to feel unreliable about the protracted track and aggravates job dissatisfaction. This dissatisfaction branches from the aggressive work atmosphere, which will arise from burnout and from coworkers' choice to drop out of the occupation.

Lack of job security among nurses will cause the movement to alternative nations as they try to find higher salaries and a much better quality of life. It's also associated with the deterioration of nurses' health conditions such as burnout, stress, helplessness, and worse job satisfaction. The proliferation in nurses' quantity of work raises the chance of hospital losses and markedly deteriorates the quality of care and overall nursing care (Galbany- Estragués et al., 2019 & Yasin et al., 2020).

Job security is the most vital feature of work in most countries, as stated by many organizations such as the Organization for Economic Co-operation and Development (OECD), and also the European Social Survey (ESS) and the International Social Survey Programme (ISSP) which appreciate this alertness among workers (Hijzen, & Menyhert, 2016).

Job security may be a work-related stressor, with confrontational concerns about the person's physical, emotional, and social health (De Witte et al., 2016). Lack of job security not only has antagonistic possessions on people's health and well-being; it also correspondingly destructively disturbs employees' job satisfaction and commitment (De Witte et al., 2016, & Fischmann et al., 2018). What's more, it can affect organization's performance by decreasing employee retention rates, decreasing employee skills and productivity, and impacting society by resulting in social conflict and a lack of customer confidence (Sverke et al., 2019).

Job insecurity recognizes people in their job location who assume that they'll lose their work and find themselves conspicuously unwaged. Job insecurity is customarily hypothesized as either a universal or a multidimensional conception. As specified by the

world standpoint, job insecurity signposts the risk of job loss, job insecurity, or occupation vulnerability (Abou Hashish et al., 2018).

Job insecurity may be one of the most distressing aspects of the work environment. Otto et al. (2017) stated that job insecurity includes two extents: cognitive and affective. Cognitive job insecurity refers to insights about potential job loss, whereas affective job insecurity refers to job loss anxiety. They also deliberate that job insecurity is one of the stressors that may arouse heavy responses, for example, undesirable conditions of mind to symbols. It also recognized psychological well-being conflicts, conveyed behaviors of lack of employment commitment and influence, reduced confidence, and engagement, and augmented the intention to leave.

The effect of job insecurity on nurses' general health is acknowledged and evolving in humanizing their quality-of-life well-being in society. Job insecurity among nurses has equally been coupled with the emigration of nurses to new nations within the mission for higher wages and a better quality of life. Job insecurity has also been linked to declining health conditions for nurses and results in the rise of burnout levels, work-related stress, and burden, as well as worse job satisfaction levels (Fischmann et al., 2018 & Sverke et al., 2019).

The proliferation in nurses' loads increases the prospect of hospital mortalities and considerably decreases the quality of care and general nursing care. Job insecurity results in daily challenges of nurses' energy and therapeutic relationships. For this reason, nurses become unable to deliver a top-quality nursing care. Sophisticated working conditions and professional development disturb not only their physical health and quality of life but also their nursing skills and alter the success of the all-inclusive healthcare system (Jiang & Lavaysse, 2018). Beyond that, an amplification in demand for nursing care and, accordingly, the shortage of nurses worldwide may well be distressing, and a reasonable position of work-related health and security is critical as an indication of the World Health Organization (WHO) endorses (World Health Organization State of the World's Nursing 2020).

Human resource management and nursing management performances that are well-organized play an important role in the retention of staff and have the potential to improve job security. Workers are expected to leave a company after they have job dissatisfaction, unfavorable working environments, a lack of job opportunities, a low salary, or poor



management and leadership styles. Organizations hence have high turnover rates (Dhanpat et al., 2019).

Combined with job losses, workers go through extraordinary levels of stress or endure terrible and unsettling events. It's so crucial to work out the balance between retention and job security, mainly in the nursing career. Slight is implicit about "what retains nurses in nursing." This inquiry demonstrates opportunities for investigation into the retention issues that should be used to validate that nurse stay in the profession and feel secure in their occupation. Saudi Arabia, like several of its worldwide equals, experiences a scarcity of nurses and deals with nurses' leaving the occupation, leading to a "brain drain" (Albougami et al., 2020 & Alsufyani et al., 2020).

This issue can reveal that hospitals in the Kingdom of Saudi Arabia must deliberate plans which will ensure the preservation of nurses and safeguard their job security. The healthcare segment is dropping nursing staff for countless reasons, and so it turns out to be serious to investigate which retention issues best forecast job security. (Alsadaan et al., 2021 & Batayneh et al., 2019)

### **Leadership Styles of Nurse Leaders:**

Currently, leadership in health facilities is a vital concern that aims to safeguard and advance human health. Speedy modifications and advances in the health segment increase the standing of emerging managers and leadership talents for health care leaders (Cope & Murray, 2017). Local and national health organizations have a tendency to improve their utilities and impacts by creating operational changes in public and financial relations to discourse the snowballing of health problems (Weintraub & McKee, 2018).

The enclosure of multifaceted technology and intense human relationships in hospital facilities, which make up an immense proportion of health care facilities, results in the appearance of imperative administrative difficulties. The presence of valued, inspired, idealistic, enthused, experienced, ethical leaders for the prospect of the organization is vibrant to eradicate several difficulties in health services. To be able to do that, it's essential to spend effort on the training that will contribute to the active leadership of the organization's managers (Taye & Alemu, 2019).

Leadership in health care services is of boundless standing in terms of subsequent

revolutions and adjusting to current conditions. Leadership is frequently distinguished as a multidimensional progression, which suggests that a big shot inspires others to straighten their accomplishments and advance their skills under confident situations. The leader is unique in that he groups the objectives of his cluster and impacts and guides the associates of the cluster in streak with these objectives ("Transformational Leadership, Organizational Climate, and Work Motivation in Boosting Teachers' Performance," 2017).

What's more, a covered leader must be energetic, fanatic, have a motivational effect on people, be solution-oriented, and check out to encourage others. Nurses, who work lengthways with other health care employees in hospitals, structure a critical collection in leadership. Nursing, which could be the main power for patient security and harmless care, could be a human-centered occupation, and so governance could be a significant proficiency for nurses at any reverence level. The leadership customs of nurse managers are supposed to be a vigorous element of job satisfaction and job assurance among nurses (Witczak et al., 2021).

Nurses who are prepared and authorized to accomplish detailed private or group aims by an authentic leader nurse are prepared to achieve evidence-based practices and are extremely inspired, well educated, and devoted to legislative goals. Hence, they accomplish patient care through a humbler and more deliberate process. It's turned out to be authoritative to investigate the role of leadership styles of nurse leaders on staff consequences after the insufficiency of the health labour force, which could be a worldwide nursing shortage, increased health care budgets, and load (Sinsky et al., 2020).

Nurses are requested to produce various thoughts for leadership, especially in the era of rapid transformation in healthcare and where demands are elevated about whether leaders and managers have satisfactory awareness of the wants of human resources. There are numerous leadership styles significantly affecting healthcare and nursing practise (Murray et al., 2017).

Advanced nursing has significantly recognized that there's a desire to create a working healthcare environment suitable for improved quality of care. Managing and leading healthcare personnel behaviors are critical for improving the quality and safety of patient care (Sfantou et al., 2017). There are numerous recognized varieties of leadership, although

the six most commonly used seem to be more commonly used at hospitals: transformational, transactional, autocratic, laissez-faire, task-oriented, and relationship-oriented leadership (Saleh et al., 2018).

A transformational leadership style is pigeonholed by generating interactions and inspiration among staff followers. Transformational leaders traditionally have the power to motivate self-confidence, staff esteem, and they transfer loyalty through a common idea, leading to improved efficiency, worker job security, worker morale, and job satisfaction (Sfantou et al., 2017).

In transactional leadership, the leader acts as a manager of a transformation, creating interactions with staff that originate an enhancement in the organization. An autocratic leadership style is perfect in crisis conditions because the leader creates all judgments without taking into consideration the outlook of the employee. Furthermore, errors don't appear to be accepted in the blameworthiness placed on people. On the contrary, the laissez-faire leadership style includes a leader who doesn't make any decisions; the employees perform without guidance or control; and there's a detached tactic leading to erratic modifications (Augustine, 2021).

A task-oriented leadership style encompasses the strategy of labour accomplishments, amplification of roles inside a team or a cluster of people and aims to work consistently in order to maintain constant observation and enhancement of staff development. Lastly, the relationship-orientated leadership style integrates provision, growth, and acknowledgment (Perera et al., 2021).

Quality of care is a dynamic part of attaining high output levels inside healthcare organizations and is distinct because of the point at which the prospect of accomplishing the expected health products is capitalized on and in proportion to rationalized professional awareness and abilities in health services. Quality of care is significantly affected by nurses' shortage, and nurses' shortage is triggered by lack of job security (Dewanto & Wardhani, 2018).

There are abundant journals identifying leadership style as a significant component of the standard of healthcare. Efficient leadership is amongst the most vital modules that help

organisations have effective and efficacious products. Also, this research identified that there was a significant progressive relation between efficient styles of leadership and lower levels of nurses' turnover and nurses' job security (Peerman, 2021).

As well, scholarships have focused on the prominence of leadership style for quality of healthcare delivery in nursing training (Sfantou et al., 2017). The abundant power of nurse executives on workers' well-being and abilities is repeatedly realized in various methods, whether in terms of nursing retention or decreeing the nurse burnout and intention to leave or increasing the nursing staff job security. The leadership performance of nurse leaders can definitely or damagingly affect products for organizations, employees, workers, and, eventually, patients (Lavoie-Tremblay et al., 2017).

Transformational leadership is intensely connected to the operation of in-force management that creates a nurse's job security (Iqbal et al., 2019). Even more than that, the literature focused on empowering management has yielded positive results for patients by endorsing better nursing efficiency through improved nurses' security and stability, and a decreased turnover rate (Abou Hashish et al., 2018). Efficient leadership has an indirect influence on decreasing death rates by motivating, remembering, and empowering skilled staff. While there are several available scholarships that display the prominence of leadership, few of those scholarships have endeavored to show a link between leadership styles and nurses' job security.

### **The relation between leadership styles and job security:**

Over the last decades, healthcare organizations in the most developed nations have experienced major structural reforms through struggling for better-quality, valuable, and cost-effective investments, and frequently termed novel public management. Job insecurity, the impression that one's job is invulnerability, is one among the additional widespread stressors nowadays functioning life that habitually happens as well as a managerial transformation. From preceding studies, it's well-known that job insecurity may bring about undesirable effects for mutually disturbed individuals and, in the future, for the organizations throughout which they are employed (Richter et al., 2018).

Leaders can influence the level of contribution, the standard, and extent of

communication, as well as the level of sustenance accessible to workers, because of the association's continuous legislatives in daily interaction with personnel (Engle et al., 2017). Hence, managers ultimately affect the work situation issues correlated to job insecurity over and done with the manner they lead. Hence, leaders' leadership styles might likewise affect workers' insights into job insecurity (Shoss, 2017).

The leadership style is studied in relation to nurses' organizational commitment, nurses' organizational performance, nurses' turnover, nurses' burnout, nurses' job satisfaction, work performance, nurses' motivation, organizational culture, and nurses' well-being (Asiri et al., 2016, Alharbi, 2017, Siew, 2017, Wei et al., 2020, M Alshahrani, & Baig, 2016, Al-Malki, & Juan, 2018, Rahbi et al., 2017, Sow et al., 2017 & Sudha et al., 2016) But there are few studies that show a relationship between leadership styles and nursing job security.

Some published researchers investigated the background of job insecurity, proposing that features similar to unfortunate working circumstances such as insufficient current education activities, risky environmental exposure, low job satisfaction, low involvement in the structure activities, bad work-related ergonomics, reduced evidence about work-related rules and policies, limited social acknowledgment, lack of support from direct superiors, extraordinary levels of workplace conflict, and insufficient work management methods may increase employee insights of job insecurity and will contribute to mistakes in health care organizations (Araújo-dos-Santos et al., 2018).

As well, an assembly of published researchers investigated the regulating effect of explicit variables on job insecurity and its grounds or consequences. Emotional intelligence controlled the relationship between job insecurity and empathetic communication. The ability to switch emotions and interact with administrators was an actual critical reserve that protected against the negative effects of job insecurity (Giménez-Espert et al., 2019).

The associations between job insecurity, depressive symptoms, and burnout they found that job insecurity was significantly related to both burnout and depressive symptoms. Negative affectivity aggravated psychological conditions' criticisms and job-produced stress as a consequence of job insecurity, while positive affectivity safeguarded these consequences. The associations of job insecurity with emotional state criticism, job dissatisfaction, and job-produced pressure were supported by an external locus of control (Vander Elst et al., 2017).

What's more, optimistic leadership and reasonable management perfected the effect of job insecurity when employed in a fluctuating and insecure environment (Gallie, et al., 2016). Meanwhile, other scholarships conveyed that being fresher and with less enthusiasm in the burden delivered a safeguard against the negative effects of job insecurity on workers' satisfaction (Arajo-dos-Santos et al., 2018). Also, the study by Sarwar et al. (2020) nurses' job insecurity mediated the relationship between workplace harassment and different work performances in nurses.

When residence and manager provision are low, this secondary effect is more pronounced.

Notwithstanding this, the unexpectedly slight investigation has been dedicated to leadership performances as well as experiences of job insecurity. Other scholarships that have preserved leadership styles into attention when examining job insecurity have operationalized leadership styles as a disorder (i.e., mediator) to further comprehend the connection between latent antecedents and job insecurity or between job insecurity and its consequences (Schumacher et al., 2019 & Probst et al., 2016).

Wojtkowska et al. (2021) found that the constitution of particularly creative and simple management styles perceived by managers was consistent with a healthier work commitment, fulfillment, leader evaluation, decreasing turnover intentions, and correspondingly the highest levels of workers' work security. However, a similar but weaker impression may occur among employees managed by leaders committed to bureaucratic methods: strategic and officially dignified activities may well produce a method of the administrator on the uncertain and indecisive condition and thus suffer a reasonable sense of security, but they do not pay for workers with the highest level of job satisfaction. Lastly, participants who were managed by negotiating autocrats had borne the highest decline in security at the commencement of the crisis, but whether their level of job satisfaction was low-slung enough to be related to environmental satisfaction and confidence in the manager remains to be seen.

Furthermore, a study conducted by Olaniyan, and Hystad (2016) and its results showed that workers who perceived their manager as being authentic conveyed more job satisfaction and less job insecurity and intentions to leave duty. Also, a study in the Kingdom of Saudi Arabia conducted by Bakr et al. (2019) and the results of this study sustenance the

assumption that faculty and teaching staff employed with sympathetic leaders, in satisfactory work circumstances, and having a heightened sense of job security establish expressively advanced levels of inclusive job satisfaction. Also, they conclude that the idea that faculty and training staff employed by loyal managers in satisfying work environments, having a prominent sense of job security, display noticeably progressive levels of comprehensive educational job satisfaction.

Moreover, a study piloted by Richter et al. (2018) found that the relationship between production-orientated leadership and job insecurity was facilitated by goal transparency. As well, employee-orientated leadership had an instant effect on job insecurity, and correspondingly, the results propose that mediators must happen though, not the two that were involved throughout this scholarship, but relative to some of them. These results suggest that there's not only one method through which leadership styles can impact employees' insights of job insecurity. Managers can work hard to eliminate job insecurity at their workplace by being precise and detailed about the work goals and focusing on structured relationships with their employees. As well, these two leadership actions are imperative because they're associated with job insecurity, as they need to be linked to a range of positive consequences that endorse an authentic psychosocial work environment.

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