**"The Relationship between Leadership Styles and Job Security among Nurses Working at King Abdul-Aziz Specialist Hospital – Taif"**

## 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 the study is to** investigate the relationship between job security among nurses and leadership styles at King Abdul Aziz Specialist Hospital, Taif City, KSA. **Materials and methods:** This study employed a quantitative cross-sectional research design. **The study was conducted at King Abdul Aziz Specialist Hospital, Taif region, KSA. Subjects:** 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 King Abdul Aziz Specialist Hospital, assess the leadership styles among nurses working at King Abdul Aziz Specialist Hospital, 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. **Recommendation:** Based on the current study finding, it can be recommended that hospital managers must advance and assume effective leadership styles to ensure nurses' job security and diminish their turnover intention through enhancing their job satisfaction. Also, managers should listen to employees' concerns, increase their participation in change-related decisions, and spend more time clearly explaining the aim of the changes using accurate, unbiased procedures.

## الملخص:

**الخلفية:** هناك تغييرات كبيرة تحدث في الرعاية الصحية للممرضات، نظراً لدورهن وتعليمهن والاحترام الذي حصلن عليه، والتي تساهم في أمنهن الوظيفي. عادةً ما يستلزم العمل في المستشفيات ضغوطاً نفسية وعاطفية غير عادية حيث يكون لموظفي التمريض علاقات عديدة مع الآخرين، وخاصةً مديري التمريض. يمكن أن تؤثر الزيادة في الضغوط المرتبطة بالعمل والضغوط الوظيفية على الأمن الوظيفي للممرضات. **الهدف من الدراسة هو** التحقيق في العلاقة بين الأمن الوظيفي بين الممرضات وأنماط القيادة في مستشفى الملك عبد العزيز التخصصي، مدينة الطائف، المملكة العربية السعودية. **أجريت الدراسة في مستشفى الملك عبد العزيز التخصصي، منطقة الطائف، المملكة العربية السعودية. الموضوعات:** تم اختيار عينة ملائمة من 226 ممرضة وفقاً لمعايير التضمين لهذه الدراسة. **أدوات جمع البيانات:** تم استخدام أدوات Path-Goal، واستبيان أساليب القيادة، واستبيان الأمن الوظيفي لتقييم مستويات الأمن الوظيفي بين الممرضات العاملات في مستشفى الملك عبد العزيز التخصصي، وتقييم أساليب القيادة بين الممرضات العاملات في مستشفى الملك عبد العزيز التخصصي، ووصف العلاقة بين الأمن الوظيفي بين الممرضات، **النتائج:** أظهرت النتائج أن غالبية المشاركين لديهم أسلوب قيادة هدف المسار كمديرين للتمريض، كما أظهرت نتائج الدراسة الحالية أن معظم المشاركين في المتوسط لديهم الأبعاد التالية للأمن الوظيفي والأمن الوظيفي الكلي. أظهرت نتائج الدراسة الحالية أن هناك علاقة إيجابية كبيرة بين أنماط القيادة على مسار الهدف ومجالات الأمن الوظيفي. **الاستنتاج:** خلصت نتائج الدراسة إلى وجود علاقة مهمة بين الأمن الوظيفي وأسلوب القيادة. ومن ثم، تم تحقيق هدف الدراسة، وتم إثبات أن هناك علاقة بين المتغيرين، لذلك إذا استخدم المدير أسلوب قيادة فعّال، فسيؤدي ذلك إلى تحسين الأمن الوظيفي للممرضات. **التوصية:** بناءً على نتيجة الدراسة الحالية، يمكن التوصية بأن مديري المستشفيات يجب أن يتقدموا ويتبعوا أساليب قيادة فعّالة لضمان الأمن الوظيفي للممرضات وتقليل نية دورانهم من خلال تعزيز رضاهم الوظيفي، كما ينبغي للمديرين الاستماع إلى شواغل الموظفين، وزيادة مشاركتهم في القرارات المتعلقة بالتغيير، وقضاء المزيد من الوقت في شرح هدف التغييرات بوضوحٍ باستخدام إجراءات دقيقة وغير متحيزة.

**Keywords:** Job security – Job insecurity – Leadership – Nursing – Nurse leaders

**الكلمات المفتاحية:** الأمن الوظيفي – انعدام الأمن الوظيفي – القيادة – التمريض –الممرضين القادة

## Terms of Research:

**Job security:** is a term that describes the actual or perceived likelihood that a person will keep their job. The terms of employment that are outlined in the employment contract, the laws governing job termination in the country where the person works, labor unions, and economic conditions can all have an impact on how secure a job is for an employee. (Sender, A., 2017)

**Job insecurity:** is the inability to predict one's future job. A worker may feel immediate job insecurity, such as when a layoff or termination is imminent, or they may feel chronic job insecurity, which is a more pervasive worry about losing their positions. (Llosa, J. A et al., 2018)

**Leadership styles:** A leader's mannerisms are characterized by their leadership style. In other words, a leader's leadership style represents how they consistently interact with their subordinates. (Yahaya, R., 2016)

## Introduction:

Human resources are typically the most crucial component in the delivery of healthcare in businesses that provide it. Success in such businesses cannot be attained without the efforts and dedication of effective managers and employees who are committed to achieving the required goals. How leaders affect change and persuade followers to make changes is at the heart of leadership. Hospital surroundings should be designed by nurse management to encourage and support staff nurses. Once they have been hired, nursing managers are in charge of keeping their staff nurses on board; as a result, the leadership styles of leaders have a significant impact on whether nurses decide to stay in their current roles, transfer, or look for work elsewhere or beyond the nursing industry. (Nazim, F., 2018)

## Study problem:

Saudi institutions encounter a number of difficulties when it comes to the job security of medical personnel. They must therefore assess and monitor the growth of the health industry. In order to adapt to faster events and stay up with all shifts and advancements, they have discovered that competent leadership practices play an effective role in the development of the health sector and the accomplishment of job security as well as job happiness among health employees.

## Study hypothesis:

Relationship between leadership methods and job security for nurses working at King Abdul-Aziz specialist hospital -Taif

## The objectives of the study:

● To assess job security levels among nurses working at King Abdelaziz Specialist Hospital -Taif City - KSA.
● To assess the leadership styles among nurses working at King Abdelaziz Specialist Hospital -Taif City - KSA.
● To describe the relationship between job security among nurses and leadership styles.

## The importance of the study

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

## Study Limits:

**Objective limits:** The study focused solely on leadership and job security in Saudi Arabia by examining the impact of leadership on job security.

**Time limits:** The study was limited to studying the impact of leadership methods on job security for 2021-2022.

**Spatial Limits:** Study the impact of leadership methods on job security at King Abdul-Aziz Specialist Hospital –Taif.

## Conceptual framework

### 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 king Abdul Aziz Specialist Hospital -Taif City-KSA?

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.
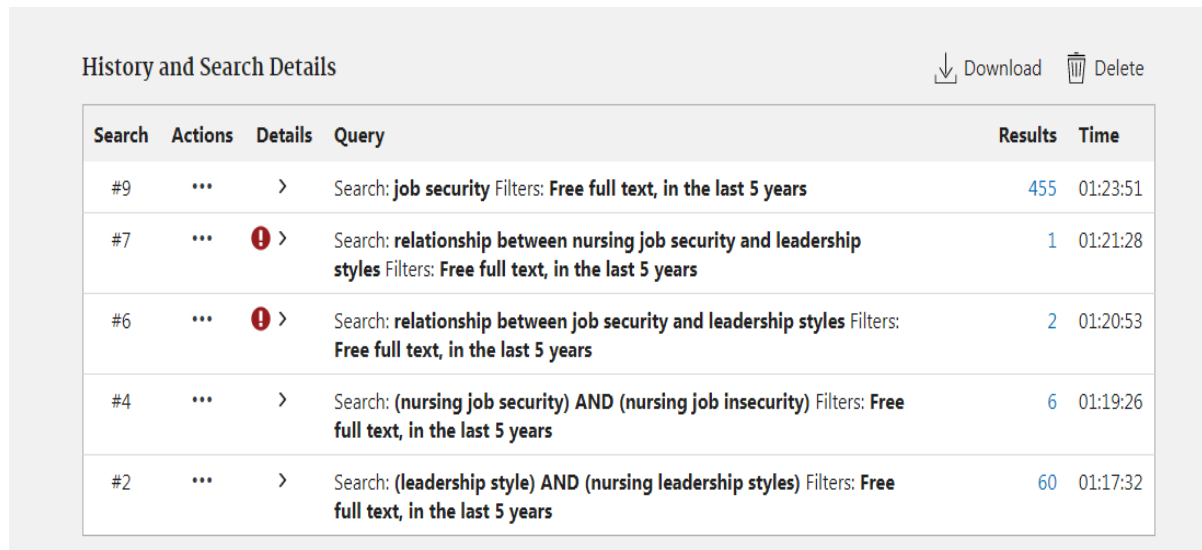
## 2.2: Keywords and Synonyms

**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 (2016-2022) 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.

| Search | Actions | Details | Query | Results | Time |
|--------|---------|---------|-------|---------|------|
| #9 | ••• | > | Search: **job security** Filters: **Free full text, in the last 5 years** | 455 | 01:23:51 |
| #7 | ••• | ❗> | Search: **relationship between nursing job security and leadership styles** Filters: **Free full text, in the last 5 years** | 1 | 01:21:28 |
| #6 | ••• | ❗> | Search: **relationship between job security and leadership styles** Filters: **Free full text, in the last 5 years** | 2 | 01:20:53 |
| #4 | ••• | > | Search: **(nursing job security) AND (nursing job insecurity)** Filters: **Free full text, in the last 5 years** | 6 | 01:19:26 |
| #2 | ••• | > | Search: **(leadership style) AND (nursing leadership styles)** Filters: **Free full text, in the last 5 years** | 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 in Table 2. The screening process generated 70 studies for the literature review.

**Table 2: Inclusion and Exclusion Criteria**

| INCLUSION CRITERIA | EXCLUSION CRITERIA |
|---|---|
| • Journal articles that address the research question on the effect of leadership styles on nurse's job security<br><br>• Articles published within the years (between 2016 and 2022)<br><br>• Journal articles published in English. | • Journal articles that addressed other areas other than the effect of leadership styles on nurse's job security<br><br>• Articles (published before 2016)<br><br>• Articles published in other languages as opposed to English, including Arabic. |

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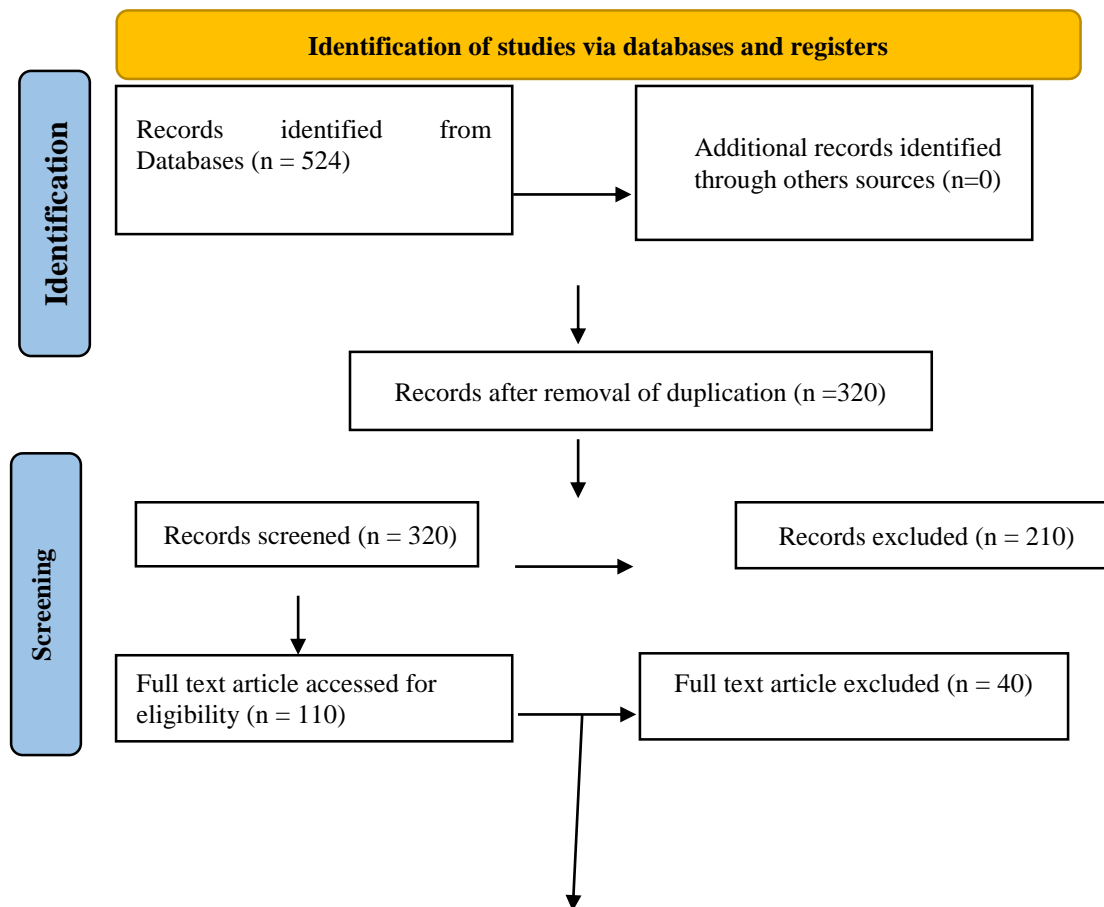
**Figure 2: PRISMA Flow Diagram**

### 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 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 Program (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 labor 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 labor 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 organizations 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.

## Previous Studies:

### (Mah'd Alloubani., 2014)

The purpose of this study is to comprehend the nature of hospital managers' leadership job in order to study their perspectives on the most crucial responsibilities, abilities, and training programs for hospital managers. Identifying the difficulties, problems, and challenges facing hospital leaders is also important. Methods: To highlight significant yet minor distinctions between hospital leaders and more typical leaders, they were compared. Studies examining the effectiveness of hospital administrators, head nurse managers, and healthcare professionals' leadership philosophies were eligible for inclusion. To study and analyze studies about leaders, leadership, and its effects on result, an integrative review of studies from the ProQuest, PubMed, and Emerald databases was conducted. The following terms and phrases were used to describe the topic: head nurse manager, nursing leaders, nursing leadership, health leader, health leadership, leader functions, leader roles, hospital, healthcare system, job motivation, health policy, qualification needs, professional development, and challenges facing hospital leaders. It is clear from the literature cited in this review that effective leadership is one of the most important variables influencing an organization's performance. Recognizing the impact of effective leadership on nurse performance and organizational success is today's main problem for modern organizations.

### (Ohunakin, F et al., 2019)

In order to improve the general wellbeing of employees, studies have demonstrated the advantages and significance of leadership styles in service-producing businesses. The purpose of this study was to investigate the relationships between the transformational style of leadership and employee job happiness, life satisfaction, and desire to leave the company. The staff members of six operating university guesthouses in South-West Nigeria were given a total of 324 questionnaires. The fit of the model was evaluated using structural equation modelling. The results showed that idealized influence, inspirational motivation, intellectual stimulation, and customized consideration enhanced job satisfaction and negatively impacted intention to leave. Additionally, idealized influence and specific consideration increased life satisfaction, although inspirational motivation and intellectual stimulation had no such favorable impact. Job satisfaction was positively correlated with life satisfaction, while turnover intention was adversely correlated. It was suggested that hospitality firms use a transformational leadership style to enhance the attitudes and conduct of their workforce. The study's limitations, management implications, and recommendations for additional research were also covered.

### (Abualrub, R. F., 2012)

The study aims to investigate the effect of Saudi nurses' leadership styles on their intention to remain at work and their level of job satisfaction. Background One of the main components in addressing the difficulties of quality outcomes, patient happiness, and staff nurse retention in hospitals is increasing nurses' satisfaction. Methods A descriptive correlational methodology was adopted in this investigation. A convenience sample of 308 Saudi nurses was utilized to gather information using the Multifactor Leadership Questionnaire (MLQ-5X), Job Satisfaction Survey (JSS), McCains Intent to Stay Scale, and a demographic form. Results Saudi nurses reported having a fair amount of job satisfaction. Additionally, nurses expressed greater job satisfaction at work and greater satisfaction with leaders who exhibited transformational leadership approaches. 32 percent of the variation in job satisfaction was explained by background characteristics, transformational leadership style, and transactional style. Conclusions The study's findings highlighted the significance of transformative leadership, which points to the necessity for further focus on the development of efficient leadership techniques.

### (Cummings, G., 2010)

A fatigued and overworked nursing staff needs health and wellness, and numerous policy and research reports advocate for leadership to create these conditions. Rarely do they offer advice on how to practice leadership or consider if certain styles of leadership can have unfavorable effects. As 10 electronic databases were used in the search method for this multidisciplinary systematic review, we set out to investigate the connections between different leadership philosophies and results for the nursing profession and their work settings. Included were published, quantitative studies that looked at how leadership actions affected nurses and companies. On all included studies, quality evaluations, data extractions, and analyses were carried out. 53 studies out of 34,664 screened titles and abstracts were

included. 64 results were categorized into five groups using content analysis: staff relationships with work, role and remuneration, staff health and wellbeing, work environment aspects, productivity and effectiveness. patterns between relational and task that are distinct. Our findings show that different leadership styles have varied effects on the nursing workforce and work environments. It takes more than task-focused leadership to get the best results for the nursing workforce. To improve nurse satisfaction, recruitment, retention, and healthy work environments, especially in light of the current and escalating nursing shortage, organizations and people must endeavor to promote and build transformational and relational leadership.

**(Richter, A., 2018)**

A major source of work stress that is harmful to both people and companies is job instability. This study aims to deepen our understanding of how organizational management, more specifically employee- and production-focused leadership, affects job insecurity. Furthermore, the roles of goal clarity and trust as leadership mediators are examined. Data from a cross-sectional questionnaire (n = 1329) were gathered from a Swedish acute care hospital. Job insecurity was inversely correlated with both leadership philosophies. Additionally, leadership that prioritized productivity and employees had a knock-on effect on job insecurity. More specifically, we discovered that the main mediating factor in the relationship between production-oriented leadership and job insecurity was goal clarity. Workplace practices like leadership are crucial for proactively addressing job instability. The mechanics of leadership have the potential to lessen job instability. This is the first study to demonstrate how management techniques may affect workers' perceptions of job insecurity.

**(Hamdi, S., 2012)**

This study focuses on the impact of leadership style and communication between supervisors and subordinates on the organizational commitment of the nursing staff at the chosen hospital. This study made use of the multidimensional organizational commitment measure developed by Meyer and Allen. The Leader Behavior Description Questionnaire (LBDQ-XII) form 12 was modified from Stogdill's, and the components pertaining to supervisor-subordinate communication were taken from two separate studies by Heald, Girton, and Kazanskya. 134 members of the nursing staff at a large complex hospital in Tehran, Iran, answered the structured questionnaire. The majority of respondents in the demographic data were female between the ages of 20 and 30, employed for at least ten years, and held a bachelor's degree. T-test analysis revealed substantial differences between type I and type II leaders' perceptions of the intensity of affect and duration of commitment. In type I and type II leader's consideration, according to regression analysis, communication exchange significantly influenced affective commitment, however only type II leader's consideration significantly influenced affective commitment when it came to mutual communication. According to the two types of leaders' considerations, there was no contribution of supervisor-subordinate communication to continuing commitment. The degree of affective commitment varies across nursing staff and is influenced by the effectiveness of communication between leaders and members as well as leaders' consideration. Dependency of the nursing staff will rise, especially in higher levels of leader concern and mutual communication. However, additional characteristics that were not taken into account in the study have an impact on the commitment to continue.

**(Negussie, N., 2013)**

A non-experimental correlation design was employed throughout the investigation, which was conducted at Jimma University Specialized Hospital from January to June 2012. The study included all full-time, non-supervising nurses with a minimum of one year of experience in the nursing field. Data were gathered using the Minnesota Satisfaction Questionnaire and the Multifactor Leadership Questionnaire. Utilizing the statistical program SPSS version 16.0, data were entered and examined. Descriptive statistics were used to examine the results; then inferential statistics were applied to the variables. When p 0.05, significance threshold was taken into account. Out of the 186 questionnaires provided to responders, 175 were ultimately returned. The results showed that nurses could choose transformational leadership over transactional leadership and had intermediate intrinsic job satisfaction (M=2.72, SD=0.71) but low extrinsic job satisfaction (M=1.83, SD=0.68). Additionally, only contingent compensation from transactional leadership was found to be statistically significant and to be correlated with both intrinsic and extrinsic job satisfaction (B=0.32, p0.05) and extrinsic job satisfaction (B=0.45, p0.01). In contrast, all five dimensions of transformational leadership style were statistically significant and were not correlated with either intrinsic or extrinsic job satisfaction.

**(Sfantou, D., 2017)**

To improve care quality and integration, healthcare staff must be led effectively. This study sought to determine whether there was a relationship between various leadership philosophies and healthcare quality indicators. The Medline (National Library of Medicine, PubMed interface) and EMBASE databases for the years 2004 to 2015 were searched. Is there a connection between leadership style and care quality in healthcare settings? That was the research question that served as the basis for this review. We discovered 18 articles to be pertinent to our research question. It was discovered that leadership philosophies were highly connected with metrics of quality care. Leadership was regarded as a crucial component for a well-coordinated and integrated delivery of care, both from the patients' perspective and the perspective of the medical community.

**(Wong, C., 2013)**

Our goal was to summarize the results of a thorough analysis of research on the effects of nursing leadership strategies on patient outcomes. Implementing techniques to maintain efficient leadership and the best patient outcomes is crucial as healthcare deals with the economic downturn, demanding workplaces, approaching retirements of leaders, and expected workforce shortages. There is still a knowledge gap on the relationship between nursing leadership and patient outcomes, though. On all included studies, quality evaluations, data extraction, and analysis were carried out. 20 studies in all were kept because they met our inclusion criteria. According to recent research, relational leadership approaches are associated with improved patient satisfaction, decreased patient mortality, prescription errors, restraint usage, and hospital-acquired infections.

**(Abdelhafiz, I., 2016)**

This study aims to investigate how working nurses' job satisfaction is influenced by the leadership styles of nurse leaders. Methods that were quantitative, descriptive, and comparative were used. Three major hospitals run by the Ministry of Health in various Jordanian locations, as well as three private hospitals in Amman, were chosen. Head nurse managers had utilized transformational leadership more often than transactional leadership and passive-avoidant leadership among the leadership philosophies assessed by the Multi-factor Leadership Questionnaire 5X in both situations. According to this study, nursing staff members were more satisfied with their jobs in public hospitals than in private ones. The correlation between the overall score for transformative leadership and job satisfaction was found to be good ($r = 0.374**$). Job satisfaction and the total transactional leadership score had a favorable correlation ($r = 0.391**$). On the other hand, there was a weak negative connection ($r = -0.240$) between passive-avoidant leadership and job satisfaction.

## Methodology:

### 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 king Abdul Aziz Specialist Hospital - Taif City-KSA?

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.

## Results:

According to the study, job security and leadership styles are closely related. It was indicated that the majority of participants had effective leadership, which contributed to nurses' job security and job happiness.

## Recommendation:

According to the results of the current study, it can be advised that hospital managers advance and adopt effective leadership styles to guarantee nurses' jobs and reduce their intention to leave by raising their job satisfaction. Additionally, managers should pay attention to their staff members' worries, involve them more in decision-making on changes, and spend more time using precise, objective methods to communicate the changes' objectives.

## Conclusion:

The study's findings indicated that there is a significant connection between leadership philosophies and job security. The study's goal was accomplished since there is a relationship between the two variables; as a result, the job security of nurses will increase if the manager adopts an impact leadership style.

# References:

1- Abdelhafiz, I. M., Alloubani, A. M. D., & Almatari, M. (2016). Impact of leadership styles adopted by head nurses on job satisfaction: a comparative study between governmental and private hospitals in Jordan. *Journal of nursing management*, *24*(3), 384-392. https://onlinelibrary.wiley.com/doi/abs/10.1111/jonm.12333

2- Abou Hashish, E. A., Abdel All, N. H., & Mousa, A. A. (2018). Nurses' perception of psychological empowerment and its relationship to work engagement and job insecurity. *Journal of Nursing Education and Practice*, 8(9), 36. https://doi.org/10.5430/jnep.v8n9p36

3- Abualrub, R. F., & Alghamdi, M. G. (2012). The impact of leadership styles on nurses' satisfaction and intention to stay among Saudi nurses. Journal of nursing management, 20(5), 668-678. https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1365-2834.2011.01320.x

4- Albagawi, B., Laput, V., Pacis, C., & AlMahmoud, T. (2017). Nurses' Perceptions of Nurse Manager Leadership Styles. *American Journal of Nursing Research*, *5*(1), 22–31. https://doi.org/10.12691/ajnr-5-1-3

5- Albougami, A. S., Almazan, J. U., Cruz, J. P., Alquwez, N., Alamri, M. S., Adolfo, C. A., & Roque, M. Y. (2020). Factors affecting nurses' intention to leave their current jobs in Saudi Arabia. *International Journal of Health Sciences*, 14(3), 33. https://ijhs.org.sa/index.php/journal/article/view/3814

6- Alsufyani, A. M., Alforihidi, M. A., Almalki, K. E., Aljuaid, S. M., Alamri, A. A., & Alghamdi, M. S. (2020). Linking the Saudi Arabian 2030 vision with nursing transformation in Saudi Arabia: Roadmap for nursing policies and strategies. *International Journal of Africa Nursing Sciences*, 13, 100256. https://doi.org/10.1016/j.ijans.2020.100256

7- Araújo-dos-Santos, T., Silva-Santos, H., Silva, M. N. D., Coelho, A. C. C., Pires, C. G. D. S., & Melo, C. M. M. D. (2018). Job insecurity among nurses, nursing technicians and nursing aides in public hospitals. *Revista Da Escola de Enfermagem Da USP*, *52*(0). https://doi.org/10.1590/s1980-220x2017050503411

8- Asiri, S. A., Rohrer, W. W., Al-Surimi, K., Da'ar, O. O., & Ahmed, A. (2016). The association of leadership styles and empowerment with nurses' organizational commitment in an acute health care setting: a cross-sectional study. *BMC Nursing,* 15(1). https://doi.org/10.1186/s12912-016-0161-7

9- Asiri, S. A., Rohrer, W. W., Al-Surimi, K., Da'ar, O. O., & Ahmed, A. (2016). The association of leadership styles and empowerment with nurses' organizational commitment in an acute health care setting: a cross-sectional study. *BMC Nursing*, *15*(1). https://doi.org/10.1186/s12912-016-0161-7

10- Augustine, L. G. (2021). Exploring Various Leadership Styles to Use Among Nurses Towards Challenges Faced Within the 21st Century: A Systematic Review. *International Journal of Human Resource Studies,* 11(1), 55. https://doi.org/10.5296/ijhrs.v11i1.18063

11- Bakr, R., Jarrar, M., Abumadini, M., al Sultan, A., & Larbi, E. (2019). Effect of leadership support, work conditions and job security on job satisfaction in a medical college. *Saudi Journal of Medicine and Medical Sciences*, 7(2), 100. https://doi.org/10.4103/sjmms.sjmms_105_17

12- Cope, V., & Murray, M. (2017). Leadership styles in nursing. Nursing Standard, 31(43), 61–70. https://doi.org/10.7748/ns.2017.e10836

13- Cummings, G. G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., ... & Stafford, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: a systematic review. *International journal of nursing studies*, *47*(3), 363-385. https://www.sciencedirect.com/science/article/pii/S0020748909002831

14- Fischmann, G., De Witte, H., Sulea, C., & Iliescu, D. (2018). Qualitative job insecurity and in-role performance: A bidirectional longitudinal relationship? *European Journal of Work and Organizational Psychology*, 27(5), 603–615. https://doi.org/10.1080/1359432X.2018.1504769

15- Galbany-Estragués, P., Millán-Martínez, P., Mar Pastor-Bravo, M., & Nelson, S. (2019). Emigration and job security: An analysis of workforce trends for Spanish-trained nurses (2010–2015). *Journal of Nursing Management*, *27*(6), 1224–1232. https://doi.org/10.1111/jonm.12803

16- Gallie, D., Felstead, A., Green, F., & Inanc, H. (2017). The hidden face of job insecurity. Work, *employment and society*, 31(1), 36-53.. https://doi.org/10.1177/0950017015624399

17- Gandolfi, F., & Stone, S. (2016). Clarifying leadership: High-impact leaders in a time of leadership crisis. Revista de Management Comparat International, 17(3), 212. http://rmci.ase.ro/ro/no18vol4/01.pdf

18- Gandolfi, F., & Stone, S. (2016). Clarifying leadership: High-impact leaders in a time of leadership crisis. *Revista de Management Comparat International*, 17(3), 212. http://rmci.ase.ro/ro/no18vol4/01.pdf

19- Gea-Caballero, V., Castro-Sánchez, E., Díaz-Herrera, M. N., Sarabia-Cobo, C., Juárez-Vela, R., & Zabaleta-Del Olmo, E. (2019). Motivations, Beliefs, and Expectations of Spanish Nurses Planning Migration for Economic Reasons: A Cross-Sectional, Web-Based Survey. *Journal of Nursing Scholarship*, 51(2), 178–186. https://doi.org/10.1111/jnu.12455

20- Gharibi, V., Mokarami, H., Taban, A., Yazdani Aval, M., Samimi, K., & Salesi, M. (2016). Effects of Work-Related Stress on Work Ability Index among Iranian Workers. *Safety and Health at Work*, *7*(1), 43–48. https://doi.org/10.1016/j.shaw.2015.10.005

21- Giménez-Espert, M. D. C., Prado-Gascó, V. J., & Valero-Moreno, S. (2019). Impact of work aspects on communication, emotional intelligence and empathy in nursing. *Revista Latino-Americana de Enfermagem*, 27. https://doi.org/10.1590/1518-8345.2933.3118

22- Goodare, P. (2017). Literature review: Why do we continue to lose our nurses?. *Australian Journal of Advanced Nursing,* 34(4), 50-56. https://www.ajan.com.au/archive/Vol34/Issue4/6Goodare.pdf

23- Granero-Lázaro, A., Blanch-Ribas, J. M., Roldán-Merino, J. F., Torralbas-Ortega, J., & Escayola-Maranges, A. M. (2017). Crisis in the health sector: Impact on nurses' working conditions. *Enfermería Clínica (English Edition),* 27(3), 163–171. https://doi.org/10.1016/j.enfcle.2017.03.004

24- Hamdi, S., & Rajablu, M. (2012). Effect of supervisor-subordinate communication and leadership style on organizational commitment of nurses in health care setting. *International Journal of Business and Management*, *7*(23), 7. https://www.researchgate.net/profile/Mahmoud-Rajablu/publication/271316567_Effect_of_Supervisor-Subordinate_Communication_and_Leadership_Style_on_Organizational_Commitment_of_Nurses_in_Health_Care_Setting/links/56eb000808aeb65d75939028/Effect-of-Supervisor-Subordinate-Communication-and-Leadership-Style-on-Organizational-Commitment-of-Nurses-in-Health-Care-Setting.pdf

25- Huang, G. H., Zhang, Y., Zhang, X., & Long, L. (2021). Job insecurity, commitment and proactivity towards the organization and one's career: Age as a condition. Human Resource Management Journal, 31(2), 532-552. https://doi.org/10.1111/1748-8583.12322

26- Huang, G. H., Zhang, Y., Zhang, X., & Long, L. (2021). Job insecurity, commitment and proactivity towards the organization and one's career: Age as a condition. *Human Resource Management Journal*, 31(2), 532-552. https://doi.org/10.1111/1748-8583.12322

27- Iqbal, K., Fatima, T., & Naveed, M. (2019). The Impact of Transformational Leadership on Nurses' Organizational Commitment: A Multiple Mediation Model. European Journal of Investigation in Health, *Psychology and Education,* 10(1), 262–275. https://doi.org/10.3390/ejihpe10010021

28- Lavoie-Tremblay, M., Fernet, C., Lavigne, G. L., & Austin, S. (2017). Transformational and abusive leadership practices: impacts on novice nurses, quality of care and intention to leave. *Journal of Advanced Nursing*, 72(3), 582–592. https://doi.org/10.1111/jan.12860

29- Llosa, J. A., Menéndez-Espina, S., Agulló-Tomás, E., & Rodríguez-Suárez, J. (2018). Job insecurity and mental health: a meta-analytical review of the consequences of precarious work in clinical disorders. *Anales de psicología*. https://psycnet.apa.org/record/2018-23947-001

30- Mah'd Alloubani, A., Almatari, M., & Almukhtar, M. M. (2014). Effects of leadership styles on quality of services in healthcare. European Scientific Journal, 10(18). https://www.academia.edu/download/68296389/REVIEW_EFFECTS_OF_LEADERSHIP_STYLES_ON_Q20210724-21762-16zv3h3. pdf

31- Murray, M., Sundin, D., & Cope, V. (2017). The nexus of nursing leadership and a culture of safer patient care. Journal of Clinical Nursing, 27(5–6), 1287–1293. https://doi.org/10.1111/jocn.13980

32- Murray, M., Sundin, D., & Cope, V. (2017). The nexus of nursing leadership and a culture of safer patient care. Journal of Clinical Nursing, 27(5–6), 1287–1293. https://doi.org/10.1111/jocn.13980

33- Nazim, F., & Mahmood, A. (2018). A study of relationship between leadership style and job satisfaction. *Journal of Research in Social Sciences*, *6*(1), 165-181. https://www.researchgate.net/profile/Khurram-Shahzad-26/publication/344155792_ISSN_2306-112X_Vol6_No_1_January_2018_2nd_article_published/links/5f56542ba6fdcc9879d47ec2/ISSN-2306-112X-Vol6-No-1-January-2018-2nd-article-published.pdf#page=177

34- Negussie, N., & Demissie, A. (2013). Relationship between leadership styles of Nurese managers and nurses' job satisfaction in Jimma University Specialized Hospital. *Ethiopian journal of health sciences*, *23*(1), 50-58. https://www.ajol.info/index.php/ejhs/article/view/86467

35- Ohunakin, F., Adeniji, A. A., Oludayo, O. A., Osibanjo, A. O., & Oduyoye, O. O. (2019). Employees' retention in Nigeria's hospitality industry: The role of transformational leadership style and job satisfaction.

Journal of human resources in hospitality & tourism, 18(4), 441-470. https://www.tandfonline.com/doi/abs/10.1080/15332845.2019.1626795

36- Olaniyan, O. S., & Hystad, S. W. (2016). Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership. R*evista de Psicología Del Trabajo y de Las Organizaciones,* 32(3), 163–171. https://doi.org/10.1016/j.rpto.2016.09.003

37- Peerman, C. (2021). The Relationship Between Leadership Styles, Job Satisfaction, and Tenure Among Nursing Home Administrators. *Innovation in Aging,* 5(Supplement_1), 374. https://doi.org/10.1093/geroni/igab046.1445

38- Perera, P., Witharana, T., & Withanage, P. (2021). A Review of Leadership: Different Leadership Theories and Styles Relevant to Education Leadership. Asian *Journal of Education and Social Studies*, 18–26. https://doi.org/10.9734/ajess/2021/v19i130453

39- Richter, A., Tafvelin, S., Sverke, M. (2018) The Mediated Relationship of Leadership on Job Insecurity Scandinavian journal of work and organizational psychology, 3(1): 2 https://doi.org/10.16993/sjwop.43

40- Richter, A., Tavfelin, S., & Sverke, M. (2018). The Mediated Relationship of Leadership on Job Insecurity. *Scandinavian Journal of Work and Organizational Psychology*, *3*(1). https://doi.org/10.16993/sjwop.43

41- Richter, A., Tavfelin, S., & Sverke, M. (2018). The Mediated Relationship of Leadership on Job Insecurity. *Scandinavian Journal of Work and Organizational Psychology*, *3*(1). https://doi.org/10.16993/sjwop.43

42- Saleh, U., O'Connor, T., Al-Subhi, H., Alkattan, R., Al-Harbi, S., & Patton, D. (2018). The impact of nurse managers' leadership styles on ward staff. *British Journal of Nursing*, *27*(4), 197–203. https://doi.org/10.12968/bjon.2018.27.4.197

43- Schumacher, D., Schreurs, B., van Emmerik, H., & de Witte, H. (2019). Explaining the Relation Between Job Insecurity and Employee Outcomes During Organizational Change: *A Multiple Group Comparison. Human Resource Management*, 55(5), 809–827. https://doi.org/10.1002/hrm.21687

44- Sender, A., Arnold, A., & Staffelbach, B. (2017). Job security as a threatened resource: Reactions to job insecurity in culturally distinct regions. *The International Journal of Human Resource Management*, *28*(17), 2403-2429.  https://www.tandfonline.com/doi/abs/10.1080/09585192.2015.1137615

45- Sfantou, D. F., Laliotis, A., Patelarou, A. E., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017, October). Importance of leadership style towards quality of care measures in healthcare settings: a systematic review. In *Healthcare* (Vol. 5, No. 4, p. 73). MDPI. https://www.mdpi.com/230004

46- Sfantou, D., Laliotis, A., Patelarou, A., Sifaki- Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017). Importance of Leadership Style towards Quality of Care Measures in Healthcare Settings: A Systematic Review. *Healthcare,* 5(4), 73. https://doi.org/10.3390/healthcare5040073

47- Shoss, M. K. (2017). Job Insecurity: An Integrative Review and Agenda for Future Research. *Journal of Management*, 43(6), 1911–1939. https://doi.org/10.1177/0149206317691574

48- Silva, R. M. D., Vieira, L. J. E. D. S., Garcia Filho, C., Bezerra, I. C., Cavalcante, A. N., Borba Netto, F. C. D., & Aguiar, F. A. R. (2020). Labor market insecurity for nursing assistants and technicians in the State of Ceará, Brazil. *Ciência & Saúde Coletiva,* 25(1), 135–145. https://doi.org/10.1590/1413-81232020251.28902019

49- Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology, 7*(3), 242–264. https://doi.org/10.1037/1076-8998.7.3.242

50- Sverke, M., Låstad, L., Hellgren, J., Richter, A., & Näswall, K. (2019). A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators. *International Journal of Environmental Research and Public Health,* 16(14), 2536. https://doi.org/10.3390/ijerph16142536

51- Taye, G., & Alemu, S. (2019). The Effects of Organizational Culture and Leadership Style: Organizational Commitment with Mediating Role of Job Satisfaction. LAP LAMBERT Academic Publishing. https://www.perlego.com/book/3408920/the-effects-of-organizational-culture-and-leadership-style-pdf

52- Transformational Leadership,Organizational Climate and Work Motivation in Boosting Teachers' Performance. (2017). *International Journal of Managerial Studies and Research*. https://doi.org/10.20431/2349-0349.0506006

53- Vander Elst, T., Notelaers, G., & Skogstad, A. (2017). The reciprocal relationship between job insecurity and depressive symptoms: A latent transition analysis. *Journal of Organizational Behavior*, 39(9), 1197–1218. https://doi.org/10.1002/job.2250

54- Weintraub, P., & McKee, M. (2018). Leadership for Innovation in Healthcare: An Exploration. *International Journal of Health Policy and Management*, 8(3), 138–144. https://doi.org/10.15171/ijhpm.2018.122

55- Weintraub, P., & McKee, M. (2018). Leadership for Innovation in Healthcare: An Exploration. *International Journal of Health Policy and Management*, 8(3), 138–144. https://doi.org/10.15171/ijhpm.2018.122

56- Wilczyńska, A., Batorski, D., & Sellens, J. T. (2016). Employment flexibility and job security as determinants of job satisfaction: the case of Polish knowledge workers. Social Indicators Research, 126(2), 633-656. https://doi.org/10.1007/s11205-015-0909-6

57- Wilczyńska, A., Batorski, D., & Sellens, J. T. (2016). Employment flexibility and job security as determinants of job satisfaction: the case of Polish knowledge workers. *Social Indicators Research*, 126(2), 633-656. https://doi.org/10.1007/s11205-015-0909-6

58- Witczak, I., Rypicz, U., Karniej, P., Młynarska, A., Kubielas, G., & Uchmanowicz, I. (2021). Rationing of Nursing Care and Patient Safety. *Frontiers in Psychology,* 12. https://doi.org/10.3389/fpsyg.2021.676970

59- Wojtkowska, A., Tyburski, E., Skalacka, K., & Gasiorowska, A. (2021). Perceived Decrease in Workplace Security Since the Beginning of the COVID-19 Pandemic: The Importance of Management Styles and Work-Related Attitudes. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.635973

60- Wong, C. A., Cummings, G. G., & Ducharme, L. (2013). The relationship between nursing leadership and patient outcomes: a systematic review update. *Journal of nursing management*, *21*(5), 709-724. https://onlinelibrary.wiley.com/doi/abs/10.1111/jonm.12116

61- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of management development*. https://www.emerald.com/insight/content/doi/10.1108/JMD-01-2015-0004/full/html?journalCode=jmd