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## A STUDY ON THE EFFECT OF SITUATIONAL LEADERSHIP ON JOB SATISFACTION AMONG HEALTHCARE EMPLOYEES

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### Abstract:

Given the pandemic and the emergence of a new normal, healthcare has become a top priority. Consequently, it is crucial to examine both the individuals and the organizational governance of healthcare entities to ensure their sustainability. This study investigates the influence of situational leadership on job satisfaction in the healthcare sector, specifically within a medical center in Lanao del Sur province. The research employs a quantitative design, utilizing a structured questionnaire to gather data from a sample of 110 respondents selected through quota sampling among the hospital's permanent employees. This sample includes participants from key divisions such as Medical Services, Nursing, Finance, and Administrative Services, ensuring diverse representation. The findings reveal a moderately positive correlation between situational leadership practices and job satisfaction, suggesting that adaptable leadership styles significantly contribute to enhancing job satisfaction among healthcare staff. These results underscore the importance of effective leadership in fostering a supportive work environment, providing valuable insights for organizations aiming to improve employee well-being and performance.

### Keywords:

Healthcare Employees, Situational Leadership, Job Satisfaction

### Introduction

Employee job satisfaction is the critical aspect that determines their performance. In health care, high-quality service delivery harmonizes with proper care to patients. Various research studies have confirmed that the engagement and motivation of the healthcare workforce can

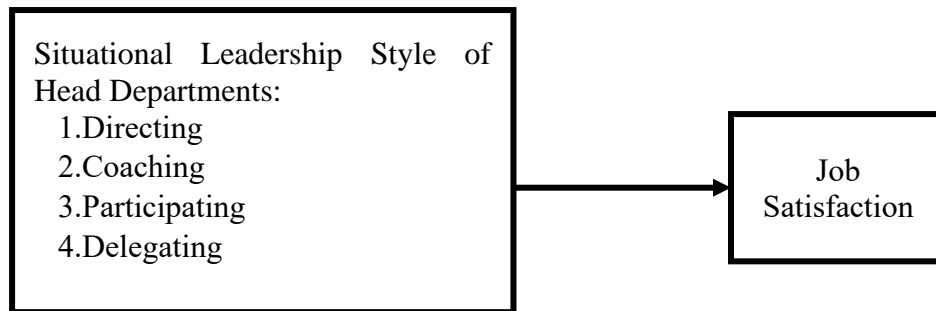
indeed be improved, which affects the overall quality of care delivery (Karaferis et al., 2022; Scott et al., 2022). In general, leadership stands at the helm of the development of job satisfaction among healthcare employees. Situational leadership, whereby leaders vary their approach according to the context and needs of team members, has been proven to be an extremely important predictor of employee morale and performance (Rahmadani et al., 2020). Leaders who change their style according to the maturity levels of the members of a team and what problems mean are more likely to foster a supporting culture as well as develop a supportive environment for job satisfaction in healthcare settings (C. Lee et al., 2022). This adaptability is critical in dynamic environments, as the capacity to respond to the changing needs of not only employees but also patients may prove to be the difference-maker in establishing team integration and serving patients.

The high stress and burnout level among most of the healthcare workforce due to job demands require effective leadership in healthcare. Situational leadership is a characteristic where leaders can be flexible and responsive and inspire their followers to accomplish their objectives; thus, they foster an engaged workforce (Khan et al., 2020). Such an adaptability could help them respond to any change the employees might bring about at workplaces, as environments that mandate quick decisions making and teams with a really high working level demand constant adaptation for the survival in such kind of settings. Price-Dowd (2020) provided further evidence showing that changes in styles at the different moments make leaders achieve both team's good performance and satisfactions' levels. Fostering a shared vision can encourage employees to take ownership of their roles and responsibilities, which increases job satisfaction and commitment to the organization (Men et al., 2021). Situational leadership stands as vital in healthcare when considering retention and morale, as it avoids employee turnover that could interfere with patient care and organizational continuity.

This research attempts to contribute insightful knowledge to healthcare management practices based on exploring the impact of situational leadership styles on job satisfaction. Understanding the interactive patterns between the variables may be used as a basis in adjusting targeted training programs for health leaders, ultimately improving their effectiveness in terms of leadership, and thus job satisfaction levels. Such findings will be critical in the wake of increasing challenges related to the management of workforces, employee wellness, and quality patient care in the healthcare sector.

### ***Conceptual Framework***

The study's conceptual framework, depicted in Figure 1, illustrates the relationship between the leadership style of department heads and the job satisfaction of healthcare staff. This relationship is supported by prior research that has demonstrated the influence of situational leadership on the job satisfaction of subordinates.



**Figure 1: Conceptual Framework of the Study**

### Literature Review

Hersey and Blanchard, in the late 1960s, developed the Situational Leadership Theory, which argues that effective leadership depends on a leader's ability to adapt their style to meet the varying needs of team members based on the situation. According to this theory, four major styles of leadership are identified, namely, directing, coaching, supporting, and delegating, which align with the readiness or maturity level of the followers (Hersey & Blanchard, 1982).

Situational leadership will be more applicable in the context of healthcare because healthcare employees face changing demands and levels of stress, so the leaders must be flexible enough to meet the needs of their employees. According to Buljac-Samardzic et al. (2020), the application of situational leadership in a healthcare context will allow better management of teams with various skills and experience, thereby creating an environment at work that stimulates growth and adaptability.

Research has shown that situational leadership can lead to successful employees at work, as the employees feel there is more support and being understood by leaders who customize according to context (Khan et al., 2020). Davidescu et al. (2020) had conducted a research study on healthcare leaders in which those leaders who follow the people's needs alter their style of leadership produce a workplace that is more energetic and motivating, thus benefiting job satisfaction and retention. It is seen that situational leaders working in healthcare institutions are much more effective towards the handling of team and dealing with high-stake, high-pressure situations to be seen in healthcare. This adaptability not only helps reduce employee burnout but also maintains quality care and patient satisfaction, for leaders can better support teams in fluctuating work environments (Goldsby et al., 2020).

Moreover, situational leadership proves to be effective in interdisciplinary health care teams where collaboration and adaptability are crucial elements for the achievement of ideal patient outcomes. According to Steinmann et al. (2018), situational leaders may meet the specific needs of each team member by showing appreciation for their strengths, offering guidance, and gradually empowering them as they build competence. This way, professional development of the health care employees is supported since leaders are also driven to transition between the various styles of leadership as the members of the team move in their careers. An adaptive leadership culture helps healthcare organizations engage their employees more effectively to create higher morale and commitment levels toward patient care quality.

Job satisfaction is a fundamental aspect of employee well-being, significantly influencing performance, commitment, and retention across various industries, especially in high-stakes environments like healthcare. Defined as the extent to which employees feel fulfilled and content with their roles, job satisfaction is determined by multiple factors, including workplace environment, recognition, opportunities for growth, and interpersonal relationships (Locke, 1976). In healthcare, where employees often face intense workloads, emotional demands, and complex patient needs, job satisfaction is particularly important, as it directly impacts both staff morale and the quality of patient care delivered. High levels of job satisfaction can lead to improved employee performance, reduced turnover, and enhanced patient outcomes, making it an essential focus for healthcare organizations (Alshammari & Alenezi, 2023).

The relationship between job satisfaction and leadership is especially critical in healthcare. Research indicates that supportive and adaptable leadership styles, such as situational leadership, significantly contribute to higher job satisfaction among healthcare employees by providing the guidance, support, and recognition needed in dynamic and challenging work settings (H. Li et al., 2019). This supportive environment enables healthcare workers to feel valued and empowered, which can lead to greater job satisfaction and, by extension, more engaged and effective patient care teams.

Healthcare organizations benefit substantially from prioritizing job satisfaction, as satisfied employees are more likely to remain in their positions, reducing turnover and associated hiring costs. Furthermore, studies show that job satisfaction is positively correlated with patient satisfaction, as content and motivated employees are better equipped to provide compassionate, attentive, and high-quality care (Janicijevic et al., 2019). By investing in leadership training that emphasizes situational leadership styles, healthcare institutions can cultivate a positive work environment that enhances job satisfaction. This commitment to employee well-being ultimately strengthens the organization's ability to meet the needs of both its workforce and its patients, positioning it as a reliable provider in the healthcare industry.

## Methodology

In this study, a comprehensive quantitative research design was employed to investigate the impact of situational leadership on job satisfaction among healthcare employees at a tertiary medical center in Lanao del Sur province. The research utilized both exploratory and descriptive methods, allowing for an in-depth examination of the leadership styles exhibited by supervisors and their impacts on job satisfaction. This dual methodology aimed to gather rich insights into the variables at play, thus enhancing the overall understanding of the relationship being studied.

The survey comprised 110 respondents selected through quota sampling from a total of 1,133 permanent employees across four divisions: Medical Services, Nursing, Finance, and Administrative Services. This sampling strategy ensured that a diverse representation of opinions and experiences within the organization was captured, allowing for a more comprehensive analysis of the data.

A validated questionnaire utilizing a Likert scale was the primary tool for data collection. Expert content validation was conducted to ensure the reliability and validity of the instrument, which demonstrated satisfactory reliability with a Cronbach alpha value of 0.70. The questionnaire consisted of two parts: the first addressed the leadership styles of department heads, and the second focused on the respondents' job satisfaction levels.

***Part (1): Situational Leadership Style of the Supervisor***

There are 16 specific statements on the four situational leadership styles of directing (6), coaching (5), supporting (2), and delegating (3) that will be prepared specifically on various situations related to them. The answer that the respondent gives will rely on how they view their supervisor's management style.

Since the questionnaire utilized the use of the Likert Scale, the items was scored through the following 4-point Likert Scale:

**Table 1: Scoring System for 4-Point Likert Scale**

Scale	Quantifier	Description
1.00 – 1.75	Ineffective Situational Leadership	Leaders in this range are perceived as ineffective, failing to adequately support or guide their team, resulting in low engagement.
1.75 – 2.50	Developing Situational Leadership	This range indicates a developing leadership style with some positive efforts noted, but significant gaps in skill and engagement remain.
2.50 – 3.25	Effective Situational Leadership	Leaders rated here demonstrate effective adaptability and support, contributing to a generally positive team environment.
3.25 – 4.00	Highly Effective Situational Leadership	This score reflects exceptional leadership characterized by strong adaptability and employee support, fostering high motivation and team performance.

***Part (2): Job Satisfaction of Employee***

It consisted of three predetermined statements that assessed the level of satisfaction of the respondents with their manager's management style and job.

Since the questionnaire utilized the use of the Likert Scale, the items was scored through the following 4-point Likert Scale:

**Table 2: Scoring System for 4-Point Likert Scale**

Scale	Quantifier	Description
1.00 – 1.75	Dissatisfied	Employees in this range express significant dissatisfaction, feeling unfulfilled and unsupported within their work environment.
1.75 – 2.50	Somewhat Dissatisfied	This range signifies some level of dissatisfaction, with employees acknowledging both positive and negative aspects of their job experience.
2.50 – 3.25	Satisfied	Employees in this score perceive themselves as generally satisfied,

		recognizing a balance of positive support and occasional drawbacks in their work.
3.25 – 4.00	Highly Satisfied	A score in this range indicates high job satisfaction, where employees feel valued and aligned with their professional aspirations in a supportive environment.

Data analysis involved both descriptive statistics and correlation analysis to evaluate the relationships between situational leadership styles and job satisfaction. Descriptive statistics provided insights into the characteristics of the dataset, summarizing essential measures of central tendency, while correlation analysis assessed the strength and direction of the relationships among the variables.

Overall, this methodological framework not only clarifies how the research was conducted but also enhances the credibility and rigor of the findings, allowing readers to understand better the intricacies of the situational leadership model and its implications on job satisfaction.

## Results and Discussion

### *Directing Style*

Table 3 presents the mean and standard deviation for six statement indicators associated with directing style practices.

**Table 3: Mean and Standard Deviation Values for Statement Indicators for Directing Style**

Variables (Statement Indicators)	Mean	SD	Interpretation
1. My supervisor emphasizes the use of uniform procedures.	3.5091	.52015	Highly Effective
2. My supervisor emphasizes the necessity for task accomplishment.	3.6364	.50187	Highly Effective
3. My supervisor emphasizes the importance of deadlines.	3.6727	.47137	Highly Effective
4. My supervisor acts quickly and firmly to correct and redirect when we are unable to solve problems within ourselves.	3.6182	.50650	Highly Effective
5. My supervisor always announces any changes in plan.	3.5545	.55167	Highly Effective
6. My supervisor implements changes with close supervision.	3.4909	.58648	Highly Effective
Overall	3.5803	.40933	Highly Effective

Scaling: 1.0-1.75: Ineffective; 1.75-2.5: Developing; 2.5-3.25: Effective; and 3.25-4.0: Highly effective

Statement indicators 1, 2, and 3 exhibit mean ratings above 3.5, indicating that employees generally perceive their supervisor's emphasis on consistency, task completion, and meeting deadlines as highly effective. Statement indicator 4 has a mean score of 3.6182, suggesting that employees also perceive their supervisor's ability to address and redirect problems as highly effective. With a mean score of 3.5545, statement indicator 5 reflects employees' belief that their supervisor effectively communicates modifications to plans. On the other hand, statement



indicator 6 has the lowest mean score of 3.4909, suggesting some variability in employees' perception of the effectiveness of implementing changes under close supervision.

Overall, employees hold a positive view of their supervisor's leadership style, as indicated by higher mean scores, which signify greater agreement regarding the value of specific leadership attributes. The relatively low standard deviations for each statement indicator suggest that employees' responses are generally consistent and not significantly diverse. The overall mean score for directing style is reported as  $M=3.5803$ , with a standard deviation of  $SD=.40933$ .

### *Coaching Style*

The data presented in Table 4 illustrates the mean and standard deviation for five statement indicators associated with coaching style. The mean values for each statement indicator fall within the range of 3.4455 to 3.5364, suggesting that respondents, in general, perceive each indicator statement as highly effective.

**Table 4: Mean and Standard Deviation Values for Statement Indicators for Coaching Style**

Variables (Statement Indicators)	Mean	SD	Interpretation
7. My supervisor always incorporates group recommendations whenever we have poor performance and unmet goals, but see that objectives are met.	3.5000	.53758	Highly Effective
8. My supervisor gets the group involved in decision-making, but sees that objectives are met.	3.5364	.53634	Highly Effective
9. My supervisor is willing to make changes in the structure as recommended, but maintain control of the implementation.	3.4455	.58398	Highly Effective
10. My supervisor discusses the situation with the group whenever she feels unsure about our lack of direction.	3.4818	.57040	Highly Effective
11. My supervisor initiates necessary changes when she is unsure about our lack of direction.	3.4727	.60136	Highly Effective
Overall	3.4873	.47121	Highly Effective

Scaling: 1.0-1.75: Ineffective; 1.75-2.5: Developing; 2.5-3.25: Effective; and 3.25-4.0: Highly effective

Statement indicator 1 has a mean score of 3.5000, indicating that employees generally perceive effective leadership when their supervisor considers group recommendations in addressing performance issues and meeting targets. The low standard deviation suggests consistent perceptions among employees.

Statement indicator 2 has a slightly higher mean score of 3.5364 compared to statement indicator 1, suggesting that employees perceive their supervisor as inclusive of the group in decision-making while maintaining a goal-oriented approach. The low standard deviation indicates consistent responses.

Statement indicator 3 has a mean score of 3.4455, slightly lower than the mean scores for statement indicators 1 and 2. This indicates that employees are somewhat less likely to agree that their supervisor implements structural changes based on group recommendations while maintaining control over implementation. The standard deviation indicates moderate consistency in employees' perceptions.

Statement indicator 4 has a mean score of 3.4818, indicating that employees generally find it highly effective when their supervisor discusses situations with the group when uncertain about the direction, reflecting a collaborative leadership style. The standard deviation suggests moderate consistency in employees' perceptions.

Statement indicator 5 has a mean score of 3.4727, slightly lower than statement indicator 4. This suggests that employees perceive their supervisor as initiating necessary changes when uncertain about the direction, but to a lesser extent than discussing the matter with the group. The standard deviation indicates moderate consistency in employees' perceptions.

Overall, employees perceive it as highly effective when their supervisor incorporates group recommendations and involves the group in decision-making while maintaining a focus on achieving objectives.

### ***Supporting Style***

Table 5 presents the respondents' perspectives regarding the supporting style exhibited by their department heads.

**Table 5: Mean and Standard Deviation Values for Statement Indicators for Supporting Style**

<b>Variables (Statement Indicators)</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
12. My supervisor does what she can to make the group feel important and involved.	3.2818	.59249	Highly Effective
13. My supervisor encourages positive input and involves the group in decision-making.	3.5091	.52015	Highly Effective
Overall	3.3955	.46970	Highly Effective

Scaling: 1.0-1.75: Ineffective; 1.75-2.5: Developing; 2.5-3.25: Effective; and 3.25-4.0: Highly effective.

Statement indicator 1 obtained a mean score of 3.2818, suggesting that employees perceive their supervisor as making concerted efforts to ensure the group feels valued and included. The standard deviation is within an acceptable range, indicating moderate consistency in employees' perceptions of this aspect. Conversely, statement indicator 2 yielded a higher mean score of 3.5091, indicating that employees perceive their boss as receptive to constructive input and actively involving the group in decision-making processes. The relatively low standard deviation suggests a higher level of agreement among employees regarding this aspect.

### ***Delegating Style***

Table 6 provides the mean and standard deviations for each statement indicator related to delegating style.



**Table 6: Mean and Standard Deviation Values for Statement Indicators for Delegating Style**

Variables (Statement Indicators)	Mean	SD	Interpretation
14. My supervisor leaves the group alone.	2.6091	.96826	Effective
15. My supervisor lets the group work out its problem.	2.8636	.87238	Effective
16. My supervisor avoids confrontation by not applying pressure when the group is not responding to redefined job responsibilities, but leave situation alone.	2.9455	.78794	Effective
Overall	2.8061	.80313	Effective

Scaling: 1.0-1.75: Ineffective; 1.75-2.5: Developing; 2.5-3.25: Effective; and 3.25-4.0: Highly effective.

Statement indicator 1 has a mean score of 2.6091, indicating that employees perceive their supervisor's decision to leave the group alone as somewhat ineffective. Conversely, statement indicator 2 has a slightly higher mean score of 2.8636, suggesting that employees find it effective when their boss allows the group to resolve its own challenges. Lastly, statement indicator 3 has a mean score of 2.9455, indicating that employees perceive it as an effective approach when their supervisor avoids conflict by refraining from exerting pressure on the group in situations where they are not meeting redefined job responsibilities. The standard deviation is relatively low, indicating consistency in employees' opinions regarding these activities.

Therefore, employees seem to hold differing views on whether their supervisor should leave the group alone or encourage them to resolve difficulties independently. However, there is a higher level of agreement that the supervisor avoids conflict by not applying pressure when the group struggles to meet redefined work tasks, opting to leave the issue unresolved.

### ***Overall Situational Leadership***

The findings presented in Table 7 provide the mean scores and standard deviations, along with the implications for various situational leadership styles. The overall mean score for situational leadership is 3.383, with a standard deviation of 0.36855. These results suggest a highly effective perspective towards situational leadership, indicating that the sample generally holds positive perceptions of situational leadership. These findings are consistent with recent study by Alshammari and Alenezi (2023), which emphasizes that effective situational leadership influences job satisfaction positively among healthcare employees. The study underscores the adaptiveness of situational leaders in addressing the unique challenges faced by healthcare teams, suggesting that such leaders enhance job satisfaction and overall employee engagement.

**Table 7: Mean and Standard Deviation for Situational Leadership Styles**

Situational Leadership Style	Mean	SD	Interpretation
Directing	3.5803	.40933	Highly Effective situational leadership
Coaching	3.4873	.47121	Highly Effective situational leadership
Supporting	3.3955	.46970	Highly Effective situational leadership

Delegating	2.8061	.80313	Effective situational leadership
Overall	3.3830	.36855	Highly Effective situational leadership

### ***Job Satisfaction***

The following table presents the mean and standard deviation results pertaining to job satisfaction. Statement indicator 1 has a high mean score of 3.5909, indicating that employees generally express satisfaction with their boss or supervisor. The standard deviation is relatively low, suggesting that employees' opinions regarding this statement are consistent. Similarly, statement indicator 2 also has a mean score of 3.5455, indicating that employees, on average, are satisfied with their jobs. The standard deviation remains minimal, indicating consistent judgments among employees.

**Table 8: Mean and Standard Deviation Values for Statement Indicators for Job satisfaction**

<b>Variables (Statement Indicators)</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
17. Overall, I am very satisfied with my head or supervisor.	3.5909	.52976	Highly Satisfied
18. Considering everything, I am satisfied with my job.	3.5455	.50021	Highly Satisfied
19. I am happy to recommend job to my friends or family.	3.5091	.53750	Highly Satisfied
Overall	3.5485	.48122	Highly Satisfied

However, statement indicator 3 has a slightly lower mean score of 3.5091, suggesting that employees are relatively satisfied with their job and would consider recommending it to friends or relatives. The standard deviation for this statement is relatively acceptable, indicating somewhat consistent perceptions among employees. Overall, employees demonstrate a high level of satisfaction with their boss or supervisor and their employment, although there is slightly less agreement regarding their likelihood of recommending the job to others.

Based on the results, the average job satisfaction score is 3.5485, with a standard deviation of 0.48122. These findings indicate that the majority of employees in the sample perceive their job satisfaction level to be highly satisfied. These findings resonate with recent research conducted by Dadi et al. (2023), which emphasizes that fostering supportive and adaptable leadership styles can enhance job satisfaction among healthcare professionals. The study suggests that when employees perceive their leaders as responsive to their needs and supportive of their professional development, they report higher satisfaction levels. Therefore, the current study supports the interpretation that the mean job satisfaction score of 3.5485 indicates a high level of job satisfaction among employees in the sample.

### ***Situational Leadership Styles and Job satisfaction***

Table 9 presents the correlation coefficients that measure the relationships between the various situational leadership styles and job satisfaction.

**Table 9: Pearson Correlation Coefficients Between Different Situational Leadership Styles and Level of Satisfaction Among Employees**

	Sig	Pearson Coefficient	Interpretation
Directing Style & Overall Job satisfaction	.000	0.530	Moderately positive correlation
Coaching Style & Overall Job satisfaction	.000	0.480	Moderately positive correlation
Supporting Style & Overall Job satisfaction	.000	0.364	Low positive correlation
Delegating Style & Overall Job satisfaction	.002	0.296	Low positive correlation

Interpretation: +1.0: Perfect positive + association; +0.8 to 0.99: Very strong + association; +0.60 to 0.79: Strong + association; +0.4 to 0.59: Moderate + association; +0.2 to 0.39: Weak + association; 0.0 to +0.19: Very weak + or no association

### ***Directing***

The correlation coefficient for the situational leadership style of directing and job satisfaction is 0.530, indicating a significant relationship with a p-value less than 0.5. This suggests that employees in the sample perceive their leaders as highly effective in providing specific guidance and supervision to clarify goals. A similar study conducted by Kelloway et al. (2020) indicates that leaders who provide clear guidance and set expectations significantly enhance their team members' confidence, which directly contributes to job satisfaction. Therefore, this study supports the notion that adopting a situational leadership style of directing can effectively enhance staff engagement and satisfaction within a hospital setting.

### ***Coaching***

The statistical analysis reveals a significant and moderately positive correlation between the coaching leadership style and job satisfaction. A study by Chen et al. (2020) supports this notion, demonstrating that effective coaching enhances employee engagement and satisfaction, particularly in health settings where ongoing professional development is essential. Thus, this study provides support for the notion that implementing coaching with a situational leadership approach can contribute to increased job satisfaction among hospital staff.

### ***Supporting***

The supporting style emphasizes emotional support and collaboration. With a correlation of ( $r = 0.364$ ,  $p < 0.000$ ) with job satisfaction, this leadership style promotes a positive organizational culture. However, the lower correlation compared to directing and coaching styles indicates that some employees require more structure to feel satisfied. Research by Buvik et al. (2020) highlights that while supportive leadership is valuable, a balance with clarity is necessary, especially in complex environments such as healthcare.

### ***Delegating***

According to the analysis conducted, there is a significant relationship observed between the delegating leadership style and job satisfaction, albeit with a low positive correlation. Employees may struggle with a lack of guidance, particularly in high-stakes settings. Burch et al. (2021) found that while delegation can enhance motivation among skilled employees, it must be balanced with adequate support to avoid feelings of uncertainty or dissatisfaction.

***Overall Situational Leadership and Job satisfaction***

The data provided in Table 10 displays the Pearson correlation coefficients between Situational Leadership and job satisfaction. The dataset comprises three pairs of variables, which are outlined in the table for reference.

***Situational Leadership & Satisfaction with Department Head***

The analysis reveals a Pearson correlation coefficient of 0.584 between Situational Leadership and Satisfaction with Department Head. The analysis indicates a moderately positive correlation. As the effectiveness of the situational leadership style exhibited by department heads increases, so does employee satisfaction with their performance. This finding aligns with research by Chiu et al. (2020), which demonstrates a positive link between effective leadership and employee satisfaction, underscoring the importance of leadership in enhancing workplace morale. This is indeed resonated in many researches indicating that when leaders effectively apply situational leadership principles, they can foster a more engaged and productive workforce, thereby ultimately improving organizational outcomes (Hanasi, 2023; Mansour & Elziny, 2020).

***Situational Leadership & Job Satisfaction***

The data reveals a low positive correlation ( $r = 0.480$ ) between situational leadership and job satisfaction. While the correlation suggests that an increase in effective leadership may slightly enhance job satisfaction, it also indicates that other factors may contribute significantly to employee satisfaction outcomes. This observation reinforces findings by Buljac-Samardzic et al. (2020), indicating that the influence of situational leadership on job satisfaction is meaningful but complex and impacted by additional variables

***Situational Leadership & Overall Job satisfaction***

A moderately positive correlation highlights that as situational leadership practices become more effective, employees report higher overall job satisfaction. This resonates with Li et al. (2021), where effective situational leadership was shown to enhance job satisfaction significantly in healthcare settings, illustrating the vital role adaptable leadership plays in the well-being of healthcare professionals.

**Table 10: Pearson Correlation Coefficients Between Overall Situational Leadership and Level of Satisfaction Among Employees**

	Sig	Pearson Coefficient	Interpretation
Situational Leadership & Satisfaction with Department Head	.000	0.584	Moderately positive correlation
Situational Leadership & Job Satisfaction	.000	0.480	Low positive correlation
Situational Leadership & Overall Job satisfaction	.000	0.592	Moderately positive correlation

Interpretation: +1.0: Perfect positive + association; +0.8 to 0.99: Very strong + association; +0.60 to 0.79: Strong + association; +0.4 to 0.59: Moderate + association; +0.2 to 0.39: Weak + association; 0.0 to +0.19: Very weak + or no association

In summary, the findings of this analysis suggest a positive correlation between the level of Situational Leadership and various measures of job satisfaction, with correlations ranging from low to moderately positive. Indeed, leaders who adopt a situational approach are better

positioned to inspire intrinsic motivation among their employees, which is crucial for enhancing job satisfaction and performance outcomes (Anisa, 2024). This truly aligns with the notion that effective leadership is not merely about directing tasks but also about cultivating an environment where employees feel valued and motivated to excel. These results imply that organizations can potentially enhance job satisfaction by incorporating Situational Leadership approaches.

### **Conclusions and Implications**

The study provides detailed insights into how situational leadership impacts job satisfaction at a tertiary medical center in the Lanao del Sur province. The results demonstrate a moderately positive correlation, indicating that effective situational leadership practices can boost job satisfaction among healthcare workers. This underscores the importance of adapting leadership styles to meet the diverse needs of staff while considering each situation's unique dynamics.

These findings highlight the need for healthcare organizations to invest in training programs focused on situational leadership. By improving managers' abilities to identify situational factors affecting job satisfaction, organizations can create more supportive and engaging work environments. The reciprocal relationship between situational leadership and job satisfaction also suggests that cultivating a satisfied workforce can enhance leadership efficacy.

Overall, the study's findings suggest that situational leadership can be a valuable tool for improving job satisfaction and should be considered in leadership development programs within healthcare and hospital organizations. However, organizations should exercise caution and consider the unique characteristics of their employees and organizational culture when adopting specific situational leadership styles.

### **Recommendations for Future Research**

Future research could explore additional dimensions of how situational leadership affects job satisfaction. Examining the cognitive and emotional mechanisms involved in this relationship may reveal deeper insights into the underlying processes. Moreover, investigating the interaction between situational leadership styles and variables such as employee personality traits or organizational culture could offer context-specific findings. Additionally, evaluating the impact of various situational leadership styles on broader organizational outcomes, beyond job satisfaction, could provide a more comprehensive understanding of their impact on employee engagement and retention.

By addressing these areas of inquiry, future research can further enhance our understanding of the relationship between situational leadership styles and job satisfaction, providing valuable insights for organizations seeking to optimize leadership practices and enhance employee well-being.

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