

ANALYSIS OF LEADERSHIP AND NURSES SATISFACTION IN HOSPITAL: A BIBLIOMETRIC

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Abstract.

Medical personnel, including nurses, are the most numerous workforce in hospital administration, with the primary role of providing health services, disease prevention, and treatment to individuals, families, and community groups, as well as recovery and assistance, and community involvement as part of health self-sufficiency. Therefore, job satisfaction and nurse performance as a driving force for the implementation of hospital activities are very important to receive the attention of hospital management and administration. In addition, hospital leaders must be able to motivate organizational goals for all members and align these goals with their personal goals as members of the organization, with the hope that members will consciously and voluntarily try to achieve these goals. This article attempts to find out the leadership and satisfaction of nurses in hospitals. Using the Scopus Analysis Tool, literature from the Scopus database from 2013 to 2023 that is relevant to nurse leadership and satisfaction in hospitals will be studied as part of the research methods for this article. For bibliometric analysis, Vosviewer (version 1.6.17) was used.

Keywords: Leadership, Nurses Satisfaction, Bibliometric

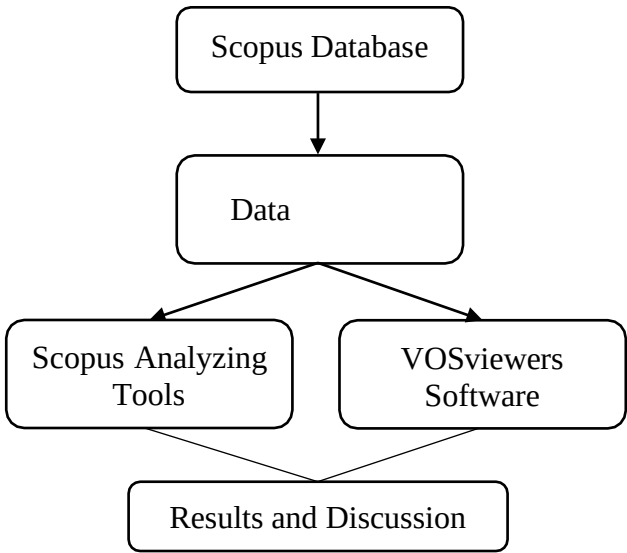
INTRODUCTION

Hospitals are one of the public facilities that contribute to the development of a nation. Hospitals play an important role in the local public health system and provide community health activities with the target of increasing the health level of the population.¹ The health care system is supposed to accomplish its frequently conflicting goals of enhancing public health while avoiding increased health spending in a constantly challenging environment.² The majority of hospital administration employees are medical workers, including nurses, whose primary responsibility is to offer health services.³ To maximize hospital resources, it is vital to consider the elements that affect nurse performance, such as leadership style and job satisfaction.^{4, 5} All sectors of

administration, schools, and health require leadership.⁶ In general, leadership is described as the art of persuading people to accomplish any given activity, objective, or project. Leadership influences outcomes for professionals, patients, and the working environment.^{7,8} Nurse leadership is one form of healthcare leadership.⁹ Much of the research on health management highlights that good leadership is strongly associated with the job satisfaction of nursing staff and that satisfied nurses are more likely to remain not only in the profession but also in the health care organizations where they are satisfied.^{10,11} Numerous elements, including workload, incentives, job security, relationships with superiors and coworkers, and organizational structure, have been documented to influence the job satisfaction of nurses.¹² The significance of nurse job satisfaction in terms of patient care, patient satisfaction, patient outcomes, and overall health service delivery cannot be overstated, as employee job satisfaction is a crucial aspect of the workforce's daily existence.¹³ Low job satisfaction has a negative impact on the standard of health service delivery.^{14,15} Although the quality of health service delivery is the most essential aspect of public health.¹⁶

RESEARCH METHOD

This research utilizes the Scopus search engine to discover literature on hospital human resource performance. The Scopus database will serve as the major source for this investigation. The date of the data gathering was February 13, 2023. Scopus Analyzing Tools examined the search results by year, country or region, subject, author, and source. The version 1.6.18 of VOSviewers was used for visualization and bibliometric maps. The research flow of data gathering and analysis is illustrated in Figure 1.



Keywords: leadership and nurses satisfaction in hospital
Limited to

- year of publications was 2013-2022
- articles
- subject areas were nursing, medicine, health profession, social science, business management and accounting, environmental science, psychology, arts and humanities
- English as the language
- source type was journal

RESULT AND DISCUSSION

The total number of documents received from the Scopus database was 1189. This study identifies data beginning with the year of publication, the country or region that contributes to scientific publications, the subject area, the affiliation, and the source of the documents.

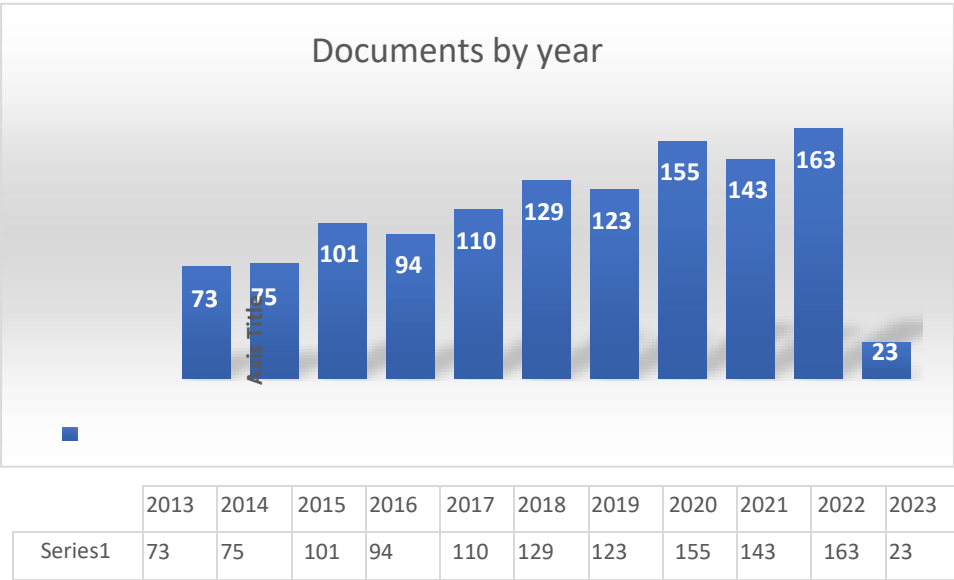


Figure 2 The number of documents by year

Figure 2 represents the publication trend in this research. The year 2022 generated the most publications, with 163 studies. From 73 studies in 2013 to 163 studies in 2022, the number of publications has steadily increased. It then declined slightly in 2023, with 23 studies

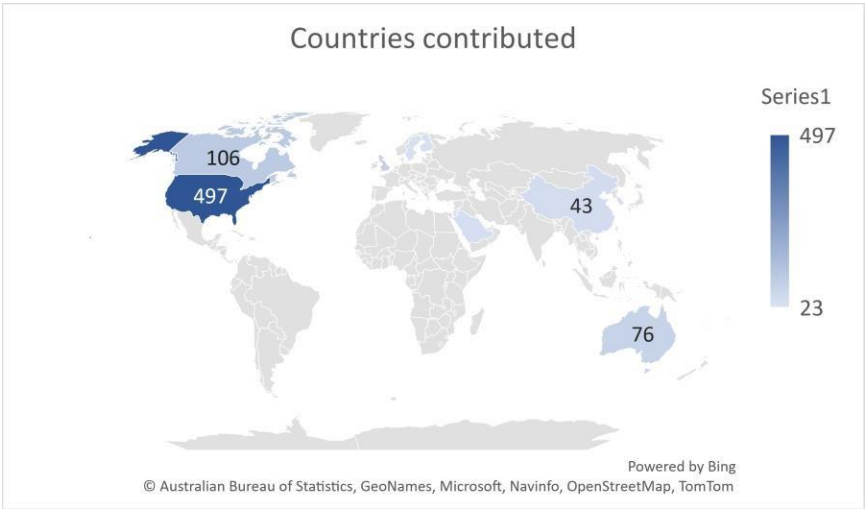


Figure 3 The top 10 countries contributed to research.

Several countries contributed to the publications associated with this research. According to Figure 3, the United States is the country that contributes the most publications with 497, followed by the United Kingdom with 106 documents.

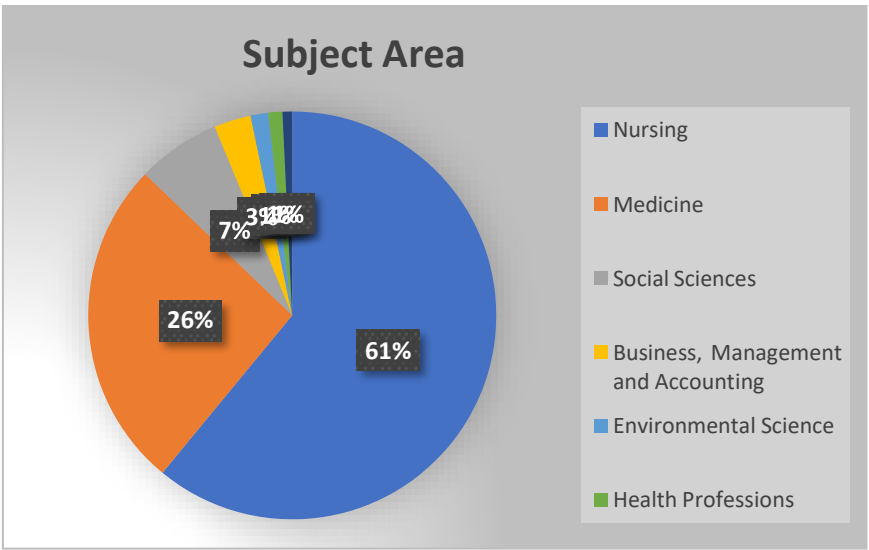


Figure 4 The top 5 number of documents by subject area.

Nursing, with a total of 61% studies, has published the most study leadership and nurses satisfaction in hospitals. With 26% studies business, management, and accounting is the second area with the most research.

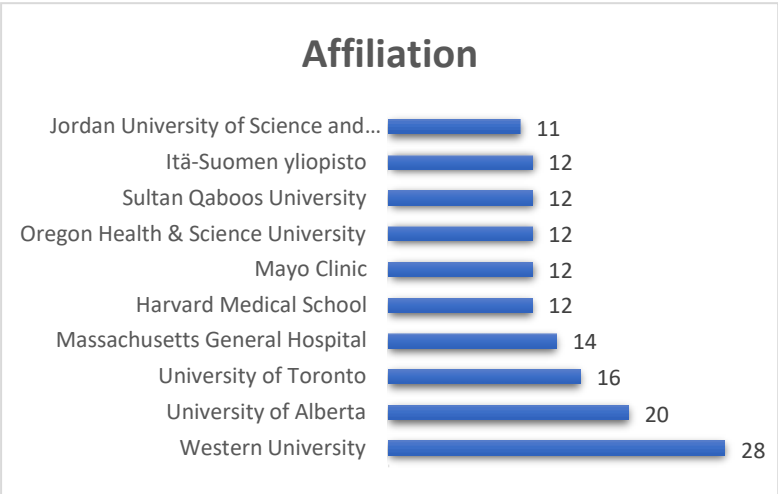


Figure 5 The top 10 number of documents that contributed by affiliation.

Based on Figure 5, Western University is the institution that has contributed the most to this research with 28 studies indexed by Scopus. University of Alberta has 20 studies, whereas all other institutions have fewer than 20.

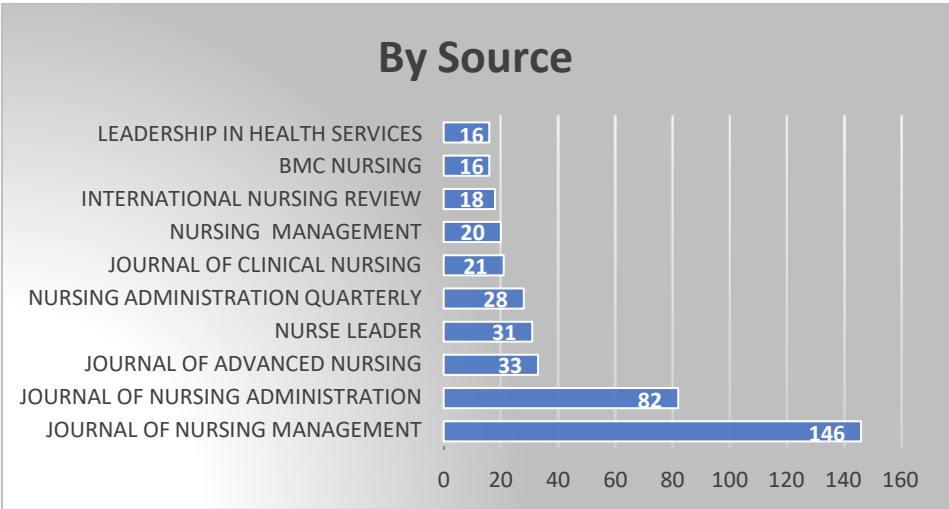


Figure 6 The top 10 number of documents by the source.

Figure 6 shows the top ten sources related to this study. With 146 documents, Journal of Nursing Management has the most publications. Then there were 82 documents in Journal of Nursing Administration. Scopus must

index all sources of these publications, which is a concern. Scopus has a ranking calculation that applies to Q1-Q4. The lower the last number, the higher the journal's ranking, and the stricter the publication requirements for the article. The top six journals are ranked Q1, while the remaining four are ranked Q2. Based on this, it shows that the sources of these publications are, on average, highly reputable publishers at Scopus. This means that articles about leadership and nurses satisfaction in hospitals that are released at the publisher's sources are very carefully checked. The articles' quality is excellent.

In this study, the minimum number of keyword occurrences in all included research publications analyzed with VOSviewer was 25. Figure 7 represents 74 keywords that can be classified into three clusters.

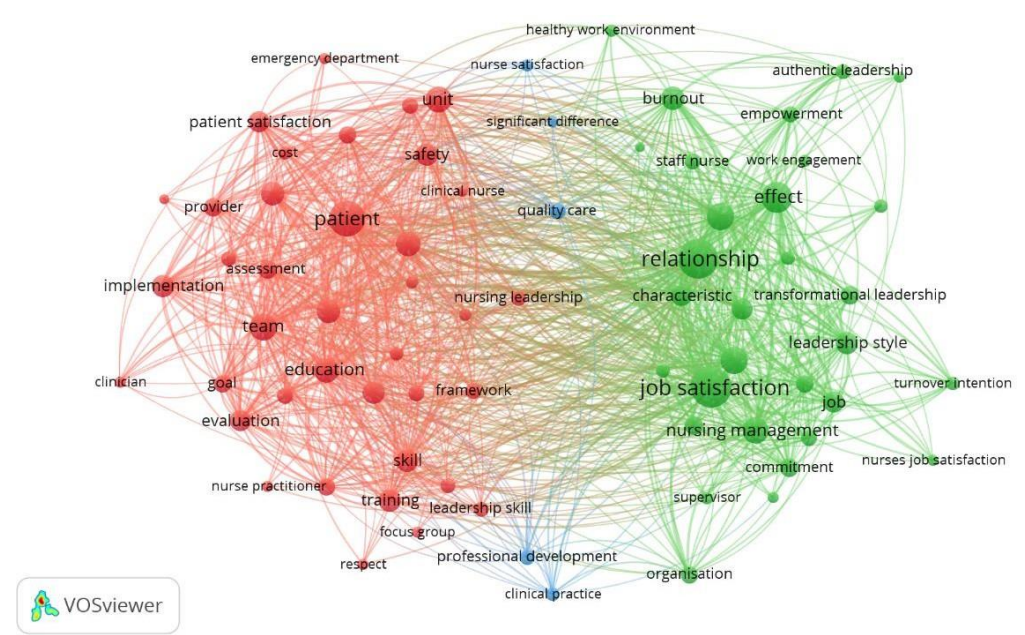


Figure 7 Mapping visualization networking.

The colors represent the clusters. The size of the point represents the keyword's occurrence frequency. Each point is linked by a line that represents both keywords that appeared within the same article. Clustering is used to describe bibliometric grouping, while mapping is utilized to acquire a comprehensive image of the bibliometric network. Each cluster and its items are described in Table 1.

Table 1 The clusters of bibliometric analysis.

Cluster	Keywords	Colour
1	Assessment, challenge, clinical nurse, clinician, collaboration, communication, competency, confidence, cost, education, emergency department, evaluation, focus group, framework, goal, implemtation, improvement, leadership role, leadership skill, nurse practioner, nursing leadership, nursing practice, patient, patient experience, patient satisfaction, person, population, provider, rescpect, responbility, safety, skill, staff satisfaction, success, team, training, unit (38 items)	Red
2	Authentic leadership, behaviour, burnout, characteristic, commitment, effect, employee, empowerment, healthcare organization, healthy work environment, job, job satisfaction, leadership style, nurse manager, nurse job satisfaction, nurse perception, nursing management, nursing profession, nursing workforce, organisation, organizational commitment, relationship,staff nurse, structural empowerment, supervisor, transformational leaders, turnover, turover intention, work engagement, work environment, workplace (31 items)	Green
3	Clinical practice, nurse satisfaction, professional development, quality care, significant difference (5 items)	Blue

Table 2 shows that the number of job satisfaction in cluster 2 is the highest, with 386 incidents. Then relationship, which also had 361 incidents from cluster 2, came next. Keywords from Cluster 1, which is patient, rank third with 295 incidents.

Table 2 The top 3 occurrence and total link strength of keywords.

Keyword	Occurrences	Total Link Strength
Job Satisfaction	386	2099
Relationship	361	1999
Patient	295	1695

On the other hand, VOSviewers uses the primary colors of red, green, and blue (RGB) in every visualization it makes. The density visualization is utilized to view the density level or quantity of an issue under study. The more red a node is, the more research has been conducted on that topic. Conversely, the greener a node, the less research on that topic has been carried¹⁰. Figure 8 represents the Scopus mapping density for the topic of this research.



Figure 8 Mapping density.

It has been discovered that the level of density is indicated by the number of keywords that frequently appear and are highlighted in red, such as job satisfaction and relationship. The green color surrounding areas such as nursing leadership, quality care, and healthy work environment indicates that the topic has not been thoroughly researched. Then, the opportunity to study the latter topic remains plentiful.

Hospitals play an important role in the local public health system and provide community health activities with the target of increasing the health level of the population.¹ The health care system is supposed to accomplish its frequently conflicting goals of enhancing public health while avoiding increased health spending in a constantly challenging environment.² The majority of hospital administration employees are medical workers, including nurses, whose primary responsibility is to offer health services.³ To maximize hospital resources, it is vital to consider the elements that affect nurse performance, such as leadership style and job satisfaction.^{4, 5}

Studies related to this research found that the significance of nurse job satisfaction in terms of patient care, patient satisfaction, patient outcomes, and overall health service delivery cannot be overstated, as employee job satisfaction is a crucial aspect of the workforce's daily existence.¹³ Low job satisfaction has a negative impact on the standard of health service delivery.^{14,15}

Although the quality of health service delivery is the most essential aspect of public health.¹⁶

The potential effect on patient care quality and safety, as well as the reality that low job satisfaction is a contributing factor in nurses leaving their current positions and the profession, make job satisfaction a global concern. Recent reviews that concentrated on one element or one area have contributed to the continued development of evidence regarding nurses' job satisfaction.¹⁸

Job satisfaction is a crucial indicator of the success of an organization because it refers to the level of positive feelings a worker has toward their job. Because of the influence on patient health conditions, numerous studies have been done on the level of work satisfaction among nurses. Internal factors, such as the psychological benefits nurses receive from interactions with their manager and the manager's leadership, play a major role in determining nurses' work satisfaction and are more important than external factors.¹⁹

Management in nursing is in a state of revolution based on positive transformational changes. Effective leadership on individual nursing units directly affects nursing staff satisfaction. When the nursing staff are satisfied with their employment, patient satisfaction rises.²⁰ When nursing leadership significantly impacts both nursing and patient outcomes, it is imperative to identify qualities of an optimal nursing leader and understand how effective leadership practices can be developed.²¹ Effective leadership has critical implications for nurse well-being, retention and the care they deliver to patients. Poor well-being, stress or burnout among nurses have been significantly associated with patient safety outcomes, such as medication errors or patient incidents.²² Health-care leaders should therefore be aware of the potential contained within job involvement, and the capacity of this to promote positive outcomes. Leaders should therefore increase the job involvement of their employees and should adapt learning demands to the capacity of each employee.²³

According to this study, the trend of this research topic is always increasing until 2022; in 2023, the trend of this research will only reach 23 because it is still early in the year. This also implies that the United States accounts for the most publications. This is perhaps reinforced by the fact that fifty percent of the top ten publication numbers provided by affiliates are located in the United States, with Western University having the largest number of publications. VOSviewer, on the other hand, integrates RGB primary colors in every visualization it generates. Density visualization is used to see the level of density or quantity of a topic under study. The redder a knot, the more research has been done on the topic. Conversely, the greener a node is, the less research

has been done on that topic.¹⁷ As a result, this study demonstrates that areas such as nurse job satisfaction, leadership role, healthcare organization, and turnover intention still have the potential to become research topics in the future associated with leadership and nurses satisfaction in hospitals..

CONCLUSION

This study shows that 2022 had the highest number of Scopus-indexed leadership and nurses satisfaction in hospital research publications. The United States contributed the most to the publication of this research, with Western University standing as an affiliation. Moreover, Journal of Nursing Management is the leading source of publications, and medicine is the area where the most research was published.

In addition, an analysis with VOSviewers reveals that five clusters contain networks based on keywords, with job satisfaction and relationship having the highest frequency and total link strength. Furthermore, topics such as nurse job satisfaction, leadership role, healthcare organization, and turnover intention offer a lot of room for further research.

The Scopus database is the only data source for this study, and the use of certain keywords is therefore constrained. Because of this, recommendations for additional research must use Web of Science data sources as a source for other international research databases..

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