PERCEPTION OF LEADERSHIP STYLE ON WORK COMMITMENT AMONG NURSES

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Abstract

Valuable nursing management stimulates staff withholding, job contentment, loyalty, workplace culture and patient satisfaction with nursing services. The purpose of this study is to understand the perception of leadership style on work commitment among nurses who are working in a hospital in Pakistan. The objectives that guided the study were to investigate whether nurses perceive their managers being leaders in their organization, how nurses think the leaders can affect their work commitment, qualities of a leader and factors increasing work dedication. In-depth qualitative interviews' procedure has been done with the nurses of a hospital in Karachi, Pakistan. The study followed the qualitative research approach. Thematic Analysis method was used in the study with 22 participants. Overall, the results imply that the hospital guiding principles should be obliged to work on leadership styles of managers with empowerment to enhance work commitment among nurses. The findings of this study may contribute to the healthcare hospital by upgrading the insightful influences of leadership styles on work commitment amid nursing staff.

1.   INTRODUCTION

Leadership plays a vital role in the welfare of the community of people. Leadership is not only important to the success of organizational perspective, but it is also responsible for demonstrating the individual skills and traits which are out of sight, which provide advantage to the society. A compelling and perfect leader can lead his followers to become the worthy and useful resource of an organization. In the healthcare services, there is a great impact of leadership styles on the efficiency and work commitment of workers (Cummings et al., 2010). This has been revealed in many of the earlier research studies that the successful leadership in the nursing area provokes nurses' staff

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to retain in the hospital and enhance their satisfaction and commitment level (Olu-Abiodun & Abiodun, 2017).

Now-a-days nurses face high congestion of challenges in their workplace; even they try to deal with those challenges but completely failed. That's why there is a requirement of a leader who can guide and give support to nurses to pursue their goals by following a different leadership style (Olu-Abiodun & Abiodun, 2017). Many research studies discussed about the leadership as per perception of nurses. The main purpose of this study is to examine the perception of leadership styles among nurses, who are working in a semi-government hospital of Karachi, Pakistan. The main purpose of leadership is to give the organization a new direction of life. It can be defined as a process to reform and modify the behavior of an individual by the impact of a person who provoke them to move forward and achieve more than their expectation (Aziri, 2011).

There is a great importance of leadership skill in the nursing sector so this study emphasized on the hospital where the job of nurses' tough and includes shifts of day and night. This study will promote the leadership perception amid nurses. This research focused on utilizing information by underlining the workable influence of leadership styles that maintain and increase the success of this hospital. Through this research , we found the areas where there is lack of leadership implications and where further improvement is required (Jing & Avery, 2011).

This research is also helpful by putting together all the information in the area of leadership covered by the impact of leadership styles on the work commitment of nurses in their workplace. This research presents the extension to the area of leadership. Therefore, this study pursues the professional as well as theoretical information that can be utilized in the future by the individuals who make polices and by the HR Professionals to increase the organizational development, enable them to use the best way of leadership to increase the commitment and productivity of employees (Ogola, Sikalieh, & Linge,2017).

This research also gives brief understanding of the idea of leadership within the health sector of Pakistan related to commitment of medical staff, to find out the problems that hospitals are facing with the lack of leadership skill, to evolve the structure of leadership traits in variety of ways and to know about the creative innovation and staff behaviors in the result of leadership style. This research covered the nurses of a hospital that are dependent of the senior managers, HoD's, support staff and hospital in-charge to increase the work commitment in their lower staff through their leading style. Collection of data was completed within the context of the hospital located in Karachi city.

The problem which we attempted to find out in this research study was the discontinuity in the support and learning of the fact that the leadership styles affects the commitment of nursing staff in all the medical hospitals of Pakistan through implementing this research on one of a hospital in Karachi, Pakistan. Very small numbers of research studies in Pakistan linked various aspects of leadership that have given inspiration of subordinates to implement such aspects in their workplace. This gap appeals us to enhance the knowledge of perception of leadership, traits of leaders and the aftermath response of employees. With this study, we tried to increase the awareness of outcomes of the leadership for attaining the objectives of organizations which can bring the good change in the medical sector as well as in our society.

Our basic research question is mentioned below:
"How the Perception of Leadership style can improve the work commitment among nurses?"

We have also developed few interview questions from the above-mentioned question. We would try to search out the effective information from the interviews that we have conducted for this research. In addition to this, we expected that the findings would be valuable to management research and practice for future.

1.1. Study Objectives

To examine the perception of leadership style on work commitment among nurses to improve patient care and preserve expert nurses by increasing their job satisfaction.

2. METHODOLOGY

Detailed interviews with nurses was carried out at a healthcare setting in Karachi, Pakistan. The study followed the qualitative research approach by using the consecutive sampling technique (Patton, 2005), having 22 participants.

The target population was nurses of healthcare setting selected for the study, who were currently employed with having more than 10 years of work experience. Selected participants were given a phone call to ask about their feasibility for the interview. Participants who were willing to be a part of the study were given a summary of the topic guide which included content to be looked at during the interview. The duration of the study was 6 months that is from May 2019 to October 2019.

Data was collected until data saturation. The sampling frame was kept under regular evaluation. We sustained to take interviews in anticipation of achieving data saturation. As a researcher, we got the consent form filled by

the head of the department and also by the participants as well mentioning that their names will not be disclosed nor their names would be quoted at any part of research. Confidentiality was given the highest significance for building professional researcher-participant relationships.

2.1   Transcription of Recorded Interviews

Interview Transcription is the manner of recording a discussion between two or more people. This was done from an audio recording. After recording an interview, transcribing was the next big step. Name of the interviewer, interviewee, time, date, and location, where it took place was noted down. Then, interviews were generally in question-and-answer format. Both questions as well as interviewee's answer were included. Each and every word was transcribed; a paragraph was inserted in between whenever an interviewee makes a new idea and a space was put in between each speaker. After finishing the initial draft, we listened to the tape again and read the transcribed interview at the same time. Next, editing started in which abbreviations were spelled out and all punctuations were cleared. Grammar, spellings, and the content in the final copy was corrected. Unstructured interviews were conducted for approx. 30 minutes while consent was taken from the nurses before recording the interviews.

We did a pilot study on 5 individuals, before starting the main study. The pilot study was done for checking the understanding of the participants regarding the directions, and if we are able to depict effective questions, helping us in our research question. Lastly, an amendment would be made if anything turns out vague. The responses of pilot study were not part of our final study findings. After conducting the pilot study, we rephrased the questions to give a clear understanding to the participants.

Consequently, we carried out data reduction to put the spotlight on the data that was pertinent, significant, and related to research question.

2.2   Coding Analysis

The steps in a Thematic Analysis included familiarizing with the data, assigning preliminary codes to the data in order to describe the content. Search for patterns or themes in the codes across the different interviews. Then themes were reviewed. Next, themes were names and defined and then report was produced. All the responses were read thoroughly for coding theme, related to the research question. With data reduction, we were successful to draw themes and patterns associated with the research question.

2.3 Thematic Analysis Method

Thematic Analysis method was used in the study. Thematic analysis (TA) is a widely-used qualitative data analysis method. It is one of a cluster of methods that focus on identifying patterned meaning across a dataset. It emphasizes identifying, analyzing, and interpreting patterns of meaning within qualitative data. Thematic analysis is a method of analyzing qualitative data. It is usually applied to a set of texts, such as interview transcripts. The researcher closely examines the data to identify common themes – topics, ideas, and patterns of meaning that come up repeatedly. There were various approaches to conducting thematic analysis, but the most common form follows a six-step process including familiarization, coding, generating themes, reviewing themes, defining and naming themes and lastly write up.

2.4 Data Collection and Analysis

The data were collected by using a constructed interview method, best be characterized as a semi-structured interview *face-to-face, computerized, or phone interview*. In order to analyze the data, the "content analysis" technique was employed. This type of analysis usually aims to analyze similar data on a topic and comment on it (Büyüköztürk et al., 2008; Mayring, 2000; Yıldırım & Şimşek, 2000). The first step taken in the data analysis process was the data organization procedures recommended by Bogdan & Biklen (1998). In organizing the data, the researcher revisited each interviewer and listened to each audiotape while reviewing the transcripts to ensure the accuracy of the data. Each participant's interview transcript was later analyzed according to the data analysis procedures described by Bogdan & Biklen (1998), which call for development of coding categories, mechanical sorting of the data, and analysis of the data within each coding category. In this respect, each participant's interview was coded separately according to the participant's views on leadership style as well as on various emerging themes and, later on repeated themes among the interviews was grouped into coding categories. It was done in three steps: category definition, exemplification, and codification regulation. First, the answers to each question were separated into meaningful categories, named, and coded. For example, the questions were conceptualized and named with four separate statements as leadership style. These are Leaders influencing work commitment, traits of a leader, manager's role. In the second step, the conceptualized statements were brought together. In the third step, it was intended to avoid repetition. In the last phase, the identified results were explained and related to each other. It was also intended to build a cause-and-

effect relationship among the separate parts. In this sense, the views of nurses were coded as N1, N2, N3, and N4.

The constant comparative approach was used in the process of organizing and analyzing the data (Glaser, 1992). The use of the constant comparative method results in the saturation of categories and the emergence of theory. Theory emerges through continual analysis and doubling back for more data collection and coding (Bogdan & Biklen, 1998; Glaser, 1992). In this method, each set of data collected (*interview transcripts*) were reviewed in search of key issues, recurrent events, or activities in the data that became categories of focus. The data for each participant were reviewed multiple times for confirmatory and contradictory statements until the data were organized into satisfactory categories and sub-codes to address the research question. In order to fulfill the aforementioned purpose, the following semi-structured questions were raised:

- Leaders influencing work commitment
- Traits of a leader for increasing work commitment
- Manager's role in increasing work commitment
- Suggestions for managers for becoming leaders in future

3. RESULTS

We achieved 81% (18/22) recruitment rate (see Table 1 for key characteristics of participants).

Table 1:

Characteristics of Participants

Identifier	Discipline	Gender
W1	Nurse	Male
S2	Nurse	Male
N3	Nurse	Female
J4	Nurse	Female
H5	Nurse	Male
S6	Nurse	Female
R7	Nurse	Female
R8	Nurse	Female
S9	Nurse	Female
Z10	Nurse	Female
A11	Nurse	Male
S12	Nurse	Male
A13	Nurse	Male
N14	Nurse	Female

S15	Nurse	Female
S16	Nurse	Female
N17	Nurse	Female
N18	Nurse	Female
H19	Nurse	Male
I20	Nurse	Male
M21	Nurse	Male
Z22	Nurse	Female

The following key themes emerged from the analysis and are findings includes traits of leaders, lead the team, role modeling, teaching, and training, motivation, factors influencing work commitment and nursing background.

3.1 Traits of Leaders

Traits of a leader was the primary theme, which depicts that nurses perceive a leader's traits as the most important in their work commitment. Participants stated that a leader needs to be problem-solver, punctual, pleasant personality, cooperative, educated, polite, communication skills, hardworking, helpful, and active. Let's put spotlight and see what the participants said about the traits in the interview:

W1: "I think if we see overall then professionally some people do have the skill of a leader. This can be justified that when managers lead the team, we utter yes that's our boss and he is our leader. He is our backbone and if manger works efficiently then we will totally try to become efficient in our work as well. Even the way managers motivate, solve problem, and encourage, in that too, reflects their leadership skills, their role-model gives us an attraction. A leader is a person who will train others to become like him. If we take example of nursing-aid, they are trained to work. They are not trained to know what they are working. So, if a role is clear then that makes a manager into a leader. To make it short: a leader is a manager who teaches the team about the knowledge of their work, encourages, supports, helps, works efficiently and actively".

S2: "When you need to lead a team, you need to set goals and vision. You carry out tasks and assign responsibilities among team. Leader should also make the task clear. If the technique will be taught, then employee will be able to work effectively and they will stay motivated. New learning should be given, job safety, experienced manager, fringe benefits plays a great role in increasing commitment. Leadership qualities and skills matter a lot for managers".

Manager is a person who manages and leader is a person who looks through subordinate's perspective and tries to understand them. If leader has

leadership traits, then nurse will be satisfied. If a leader is honest and is from same profession and has experience also then that can increase work commitment.

R8: "Manager has the ability and skill of getting work done, manager's communication should be strong, should have knowledge of nursing, punctual, gives direction, leads the team, fulfill objectives, salary should be good as well and employee should be motivated with incentives".

3.1.1   Lead the Team

Leading the team is the core responsibility of a manager, while interviewing, nurses emphasized on manager's being able to lead.

Z19: "Managers lead us in a correct direction, and they want us to perform like them and they try and teach skills to us. They give easy access to us to work with them".

A11: "Manager needs to lead the department so for that they need to have to be a leader first and should have leadership qualities. If even a manager is made then without leadership qualities, he won't be able to deal as a manager for more than 2 days. Most important task for manager is about leading team and being fair".

3.1.2   Role Modeling

Role-modeling was given significant importance by nurses. Nurses perceive their managers as role-models. According to nurses, managers influence their team; they are role models and direct the team about getting task done.

S2: "My manager is my role-model. There are two kinds of leaders; one who just speaks and give directions, other is the one who sets example. Managers do set example that's why they are leaders. They are role models if we follow their working strategy so we surely get influenced. For example, if the manager works hard so the team will definitely feel serious towards the work and stay committed to their work".

A11: "Daily motivation is really needed for the team to work effectively. If a manager will come by 7am in the morning, then after some days the team will also reach early by taking their manager as their role model. So, manager should set example. If manager will come late and leave early then it will not put any positive impact on his team. First manager creates an example and then they should encourage the team to do the same practice because there's a very famous quote: Practice what you preach. So, do it and surely your team will follow you in the same footsteps".

Nurses emphasized that managers need to satisfy the team by working themselves and become a role model for others to follow.

S6: "Manager should be a role model and presents himself so that others follow. Does work first and then ask others to do the task, after setting an example. Example if the leader won't do off then the team will also try not to take off carelessly. So, manager is a leader who sets an example".

U15: "In my view, they must be a role-model. If they are role-model they will always have a positive impact on their staff team. If they will be role-model, then everyone will do as presented by the manager".

While interviewing, a nurse stated in detail about how important it is for managers to be role models. She presented a scenario of patient's bed-side area, which shows how important a manager's job is in guiding and polishing his team.

S12: "Being role-model works the most. Managers should take rounds daily in bed-side area to check whether the work is done accordingly. And while doing rounds and audit they should ask critical questions like: They look at Electrocardiogram (ECG) and then ask the nurses, about the interpretation that ECG is displaying. By looking at reports the manager should ask critical questions: How much is the potassium and hemoglobin level? Why is the patient's urine excreted so much in urine bag? Did you provide more fluid to the patient? How much is the white blood cells (WBC)? Is there any line infection? Since when the patient is having fever? Why patient's chest is congested? On such critical questions, if a nurse replies they don't know then they should be asked to study on it and acquire the needed skill and on next visit, manager should again check if the nurse studied the concept or not. This will greatly help the nurse, the organization, the patient and ultimately employee will have a sense of ownership towards the work. Also, he will be satisfied with the manager he has, who is competent at the nursing skill. Such managers are role-models".

3.1.3   Teaching and Training

It's very important for an experienced nurse to acquire new skills and 21st century techniques. In the same way, it's also important for a skilled nurse to gain experience. Nurses perceive that their manager should send them for training in the domain nurses lack expertise. Be it in the knowledge about a disease or in operating a medical device.

W1: "Manager should visit ward and teach people in ward rather than just sitting in office. If a manager knows more knowledge than nurses, then we will start admitting that they are a leader and we will feel influenced. Details should be checked and rounds should have critical thinking. Leader should train and educate their team; also, timely refresher courses and advance technology

should be taught to the team. The older staff doesn't know about new technology but they have clinical experience and the new staff has hands on technology but no clinical experience. So, its manager's job to create a team keeping both competent people together so that an exchange of skills takes place".

J4: "When a crisis is shared with the boss, one type of boss solves it without telling you how to solve it and there is another type of boss, who teaches you how to solve the problem. So, if they teach the skill then next time, I will be able to manage the problem myself. And if my manager will teach me the technique of solving the issue, it will have a positive impact on me".

N14: "Nurses perceive that their managers should look for new strategies and keep the team updated with new technologies and research. Should do rounds in ward daily; keep a follow up of assigned task. They should do audit at any time without informing in wards, to know what practices are actually going on in ward, ensuring best nursing practices. Leaders should update the nurses with new technologies, strategies, and research. Nurses who are following conventional nursing roles since a long time, should be melted down by encouraging them to learn new strategies and to attend workshops, teaching them updated knowledge and skills required in the new updated world".

Sending team on training for polishing skills is also very important for increasing work commitment.   Nurses also perceive that getting right equipment in wards will also increase work commitment.

N3: "A leader should be able to polish skills of the team and increase their knowledge. Leader should transfer their skills into their employee".

S9: "With each day, new technology is coming and the most important is to provide updated knowledge to the team. Managers can increase our work commitment through conveying new skills and technology through brochures, trainings, and presentations. Managers should implement the teaching and then expect team to act efficiently. Work commitment can be increased with the updated knowledge we get with new technology. If our boss will keep us updated with new technology, this will increase our work commitment".

3.1.4   Motivation

There were numerous interviews where nurses stated that encouragement, reinforcement, rewards in form of good appraisal and taking decisions collaboratively with team is counted as one of the most needed things at job.

U22: "Obviously, if I receive motivation and appreciation from management then I would like to work by taking more interest".

W1: "Share your vision with team and team will do it. Motivation is the fundamental human need. Sometimes people have strength to work hard but by

giving motivation the team will feel motivated and energetic. My manager once said: We are paying you just for the time you are giving us but the work that you do for patients with full heart and loyalty can't be rated, that reward will directly be given by Almighty to you. Managers can make nurses feel how noble we are by being a nurse. Give little celebrations, show nurses that it's a noble profession and show nurses are backbone then definitely nurses will intrinsically take ownership of the work. By giving encouraging words and confidence for a new initiative, the manager can definitely increase an employee's work commitment. But if no recognition will be given for doing a task in an innovative way then that person will never try to think out of the box, thinking last time my opinion wasn't acknowledged so this time I don't want to put efforts. Everyone works for salary, but through recognition, appreciation and rewards, the environment of working will turn healthy and every team member will feel competent and will try to come up with good strategies".

S6: "Understand us, motivate, and encourage us, communicate, and give response nicely. Positive response is needed and is a requirement for every nurse. As nursing is a stressful job at times so boss should be very positive and helpful".

If managers will not provide space for innovation, then nurses will not be able to work with full heart. Managers should guide if anything goes wrong, rather than criticizing it harshly. Polite guidance effects very positively. Continuous taunting and criticism makes the worker feel demotivated. If manager start giving constructive feedback, then it will do wonders in an employee's work commitment. If employee brings a new idea or a good strategy, then it should definitely be acknowledged.

S15: "Managers should appreciate and give rewards or incentive to their subordinates for increasing their motivation which can lead to increase their organizational commitment."

3.1.5   Factors Influencing Work Commitment

Communication is a key for increasing work commitment. Gone are the days when a boss could get work done with his bossy and arrogant attitude. Now, they need to work together as a team. Nurses feel that communication, appreciation, considering feedback while making a decision and respect plays a vital role in their work commitment.

H5: "Initially boss was boss and no one could come and question the boss. But now managers don't behave in bossy way with their employees. Now that bossy way of communication has gone away. So, when your manager listens to you and communicates with you and is relax with you so I think worker can work comfortably. Communication increases work commitment and this can be done by considering employee's suggestion while making a decision".

S9: "Appreciation is also very important for loyalty towards work. Appreciation don't need to be done through money but by giving best employee award or even putting name of the best service employee on the notice board, greeting or appreciation letter. These will help in increasing work commitment. If I get appreciation, I will surely give my 100% to my work. Manager should try to be nice rather than being harsh while getting work done. When salary increment is given according to good service then employee will surely give their 100% loyalty to the organization".

Respect, encouragement, and feedback will increase the work commitment. Salary matters as well. We, humans, need stimulus to work, and at work it can be given through opportunities for acquiring higher education, recreational activities, and motivation. If managers listen to prevailing issues of nurses, then this will increase work commitment. In addition, while making decisions, manager should consider suggestion of the team as well.

M21: "There should be proper exchange of duties; managers should divide duties equally among nursing staff. They should proactively communicate with all staff and motivate them for their task and performance. Proactive communication is a lifetime relationship cycle between managers and their subordinates. This strategy uses to increase the loyalty of the staff".

3N: "Appreciation increment and promotion. These are few factors that will increase my work dedication. Also, if we get chance to go for higher studies then that will increase my dedication. If I tell my manager that I want to go for higher studies, then I should be appreciated towards it. These things will bring job security leading to increasing loyalty towards job. It's a benefit to both leader and employee".

I20: "A good leader should work with his sub-ordinates, share vision, goals and guide the change through inspiration and execution. This can increase his follower's commitment towards their work".

Z22: "They should be more responsible and should always appreciate us for our work. They should allow us to participate in activities and medical workshop. It will enhance our knowledge related to medical field, boost our confidence level, and also enhance our work commitment".

3.1.6   Nursing Background

Nursing related expertise and knowledge should exist in the manager, it's important for a manager to have nursing background in order to understand prevailing issues, task, routine of a nurse. With nursing background, manager will be able to resolve patient's bed-side conflicts, keep a win-win situation and achieve goals.

A11: "Managers should definitely be aware of patient-care related work. Incubation and all details should be known to the manager. It's always good to work with boss who is aware of details and has skills and is competent. Knowledge of nursing should exist, so that they can share their experience, help staff in problem, support staff and make the staff learn new ways to solve a crisis".

A13: "Manager who has nursing background knowledge and has the skills that are required, can be leader at any nursing institute, that manager won't have any insecurity. Knowledge is surely power. But managers who doesn't have nursing background, will avoid hiring competent staff in their team as they will have insecurity of getting replaced due to the nurse having competent nursing knowledge. Non-nursing background managers prefer hiding in their offices and not bothering about real ward issues. Such managers can never increase their team's work commitment, these managers will always be defensive of getting exposed and will always find the safe zone".

Z10: "A manager who is not from the same background of nursing will not at all be able to carry out the ward related task efficiently. At times we need help in the bedside area and if the manager will not have any nursing background then that manager will not be able to help the patient in crisis. So, it's important for the manager to have the same background so if there's a shortage of nurses in the ward then the manager can give a helping hand to the nurses, especially in times of crisis and emergency".

I20: "In the nursing field, a manager needs to know how important the nursing profession is. Manager should have a degree in the same. Follow up calls can be given to improve the quality care of patients. A manager should closely monitor these concerns and together with the team should pick one issue at a time and try to find ways to resolve the issue, in order to increase patient satisfaction".

4.   DISCUSSION

As the aim of our research was to scrutinize the perception of leadership style on work commitment among nurses to improve patient care and preserve dexterous nurses by increasing their commitment to their organization.

On the basis of analysis of the interview the data, we have found that leadership has a great impact to enhance the commitment of an employee toward their work, through different ways, which is emerged in the result of study. It has found that a good leader must showcase definite characteristics or traits that make him/her good leader and successful. During any negative situation, it is the actions of leaders which are examined by others, but

throughout the life what other peoples remember are only their qualities. Because of such qualities their followers follow them for achieving same goals and they perceive their leaders as a Role-Model.

It is also found that now-a-days leaders play a part of both a learner and a teacher. They not only set goals, vision and strategies for the hospital or any other organization they also know how to keep morality and work together to make the organization stable. Leader's behavior, their response to individual and their communication style influenced the employee's performance. Most of the nurses have agreed to the fact that if they receive promotion, motivation, greetings, bonuses, or any other form of appreciation from their leaders then they take more interest in their work which ultimately increases their commitment to their job.

Our study supports the existing literature studies based on the leadership styles by proving the facts that the leadership perception among nurses affects their commitment, their empowerment and satisfaction with job. As shown in the study of Asiri et al. (2016) on the association of leadership styles and organizational commitment of nurses in health care setting that the leaders of nurses in healthcare sector plays a very significant role in raising their hospital environment, job commitment and motivation techniques by listening their queries and ideas and take them under consideration, which eventually keep nurses to remain stick to their job (Asiri et al., 2016).

Our results are also favored by earlier findings (See; Olu-Abiodun & Abiodun, 2017) that perception of leadership styles depends on the work arrangement of nurses and the findings showed that the managers or supervisor among nurses follows different leadership styles as per the requirement of change for nursing.

4.1   Strengths

The strength of our research is that we focused on nurses and their perception related to their leaders, through asking their views about their daily experience and work with their leader and it's influenced on their commitment. The current study may increase the information of how perception of leadership style influenced work commitment and employee performance in healthcare sector. The findings of our study can be utilized for making decision to analyze situation of nurse's turnover. These finding can be implicated to make better environment of work to enhance the commitment level by satisfying all the nurses through trainings, workshops, rewards, and appreciation. Results also show that there is a strong impact of motivation and encouragement for enhancing employee's interest and performance. This study may increase knowledge of psychological needs of employees in terms

of intrinsic and extrinsic rewards. This study gives brief information to leaders, managers, and sub-ordinates of organizations to make their relationship strong in terms of their professional work to reach their specific goal. Furthermore, this study will also be helpful for future studies by including other healthcare sectors to finding out the leadership perception among workers. As leaders guide their followers to know their psychological requirement and help them to reach their desired goals then it will also bring positive change in organization. This research would increase awareness about leadership in healthcare sector. Nurses will feel encouraged to do their job and pay full attention to patients in their respective hospital ensuring increasing their enthusiasm and building their trust upon their managers or leaders.

4.2   Limitations

Limitations that require to be addressed are: as we did our research only on the nurses with in a context of a single hospital so the data of this study cannot be generalized on overall healthcare sector or any other organization. Our research study cannot employ all the approaches of leadership. The sample size of our study is small i.e., 22. There was some disturbance in one interview due to the surroundings in hospital. Due to the lack of time and material, our study is limited to very few aspects of leadership otherwise we could have described more aspects regarding leadership theories and approaches in our research, as we found very few research studies on Pakistan in healthcare sector with perception of leadership.

5.   CONCLUSION

Study was intended to attend to the perception of leadership style on work commitment among nurses working in a hospital in Pakistan. The verdict of this research recommends that leadership style deeply persuade work commitment among nurses. The study also shows the indispensable traits of leaders and how leaders can increase work commitment. Thus, the leadership style significantly mediates the work commitment. Overall, the results imply that the hospital guiding principle should be obliged to work on leadership styles of managers and nurse empowerment to enhance work commitment among nurses (Spence Laschinger, Finegan, & Shamian, 2002). An effective leadership style has to be adopted by Nursing managers. The perception of leadership style depends on the work setting and nursing qualification, which is associated with higher levels of job satisfaction (Skakon, Nielsen, Borg, & Guzman, 2010). The results of this study contribute to work commitment amid nurses in the hospital by modifying the role of managers on work loyalty among the nursing staff.

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