

# Embracing Transformational Leadership: An Integrated Review of Transformational Leadership Practices among Nurse Managers

Dr. Devanesan CW<sup>1</sup>, Dr. Deshmukh A<sup>2</sup>

<sup>1</sup> PhD Nursing, D.Y. Patil University, Nerul, Navi Mumbai.

<sup>2</sup> Director, Centre for Interdisciplinary Research, D.Y. Patil University, Nerul, Navi Mumbai, Maharashtra.

Corresponding Author: Dr. Devanesan CW.

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## ABSTRACT

**Introduction:** In today's ever-changing and demanding healthcare environment, developing leadership qualities of frontline nurse managers is important for success of any organization. Studies conducted on leadership styles among nurses demonstrated a positive outcome that include work engagement, staff wellbeing and job satisfaction. Similarly, transformational leadership has positive effects on nurses' job satisfaction and promotes organizational commitment.

**Objective:** The purpose of this review is to describe transformational leadership among nurse managers, their job satisfaction, organizational commitment and enhancing work engagement among nurses through an integrated review.

**Materials and methods:** The bibliographic search carried out between June 2024 and December 2024. The sources came from CINAHL, MEDLINE, COCHRANE, Ovid, Science Direct and Google Scholar. HMC Medical library extends access to most of the databases used in this review. The key words included for literature search were transformational leadership, transformational leadership programme, work engagement. Charge nurses, leadership practices. The Zotero IT platform has been used to store and manage any material that was judged pertinent.

**Results:** 32 studies were examined and studied under four themes: Transformational leadership among nurse managers. 2. Impact of transformational leadership on work engagement. 3. Job Satisfaction and Organizational Commitment 4. Structural empowerment. The results of this study are consistent with transformational leadership theory, which highlights the leader's role in providing employees with structural empowerment that result in higher levels of job satisfaction and organizational commitment.

**Conclusion:** Transformational leadership practices, such as the ability to listen to the followers, involving them in shared vision, promoting innovation and creativity, providing personalized recognition and rewarding are basic to enhance work satisfaction and maintaining a supportive work environment. This review emphasizes the crucial role transformational leaders play in enhancing job satisfaction, work engagement and advocates for a positive work environment that in turn produce better outcomes for patients. The review also recommends training and education for developing transformational leadership behaviors.

**Keywords:** Transformational Leadership, Work Engagement, Nurse managers, structural empowerment

## **INTRODUCTION**

The healthcare environment has undergone rapid changes in the past decade. The ever-changing and demanding healthcare environment necessitates adaptation by nurse managers according to the current demands and needs. In today's ever changing and demanding healthcare environment, developing leadership qualities of frontline nurse managers is important for success of any organization<sup>1</sup>. Research about nursing leadership styles has advanced to a great extent recently<sup>2</sup>. Multiple studies conducted on leadership styles among nurses demonstrated a positive outcome for the nursing workforce, including work engagement, staff wellbeing and job satisfaction<sup>3</sup>. There is a widespread belief that outstanding leaders possess innate qualities. However, research evidence shows that the ability to lead can be developed and honed over time with consistent practice, learning and experience. Leadership is defined as a process that leaders usually perform to bring about the best from themselves and their followers<sup>4</sup>. Leaders demonstrate various leadership styles; a transformational leadership approach is one that brings about a change in individuals and social system. In its original form, transformational leadership will bring about an important positive change in the followers based on certain values that develop the followers into future leaders. Though transformational leadership emerged as a concept in politics, in nursing, a transformational leadership style inspires teams to collaborate in order to provide outstanding patient care and results. In this context a comprehensive review of possible benefits of transformational leadership among nurse managers and developing such practices is much needed.

## **BACKGROUND**

Transformational leadership style serves as a guide for leadership development because it empowers, motivates, and fosters accountability among followers and ultimately improves satisfaction, which

increases organizational success<sup>5</sup>. Many research studies present that there is direct link between relational styles of leadership and healthcare staff outcomes which is critical for organizational success<sup>6</sup>. The healthcare industry needs new leaders who can find creative solutions to the problems faced, to provide consistent and sustainable quality care, to transform healthcare systems, and to motivate and inspire their subordinates for organizational success as well as developing the future leaders.

Two individual authors conducted a focused review of literature from different sources to identify the gap in the literature and to gain a comprehensive understanding of the dominant leadership style among nurse managers. This review intended to add significant insight on the impact of transformational leadership on nurse managers leadership behaviors and their outcomes by reviewing and synthesizing the existing literature. This will allow healthcare organizations to make shared decisions about their leadership practices and better comprehend the impact of transformational leadership.

The significance of this review lies in its potential to develop a consistent approach for addressing the current challenges and issues faced by nurse managers by developing transformational leadership practices. By providing high quality evidence, this review will guide healthcare leaders to develop transformational leadership practices among their nurses' managers to create a positive working environment and improve their work engagement that also have an impact on patient outcomes. Finally, this review aims to address the gaps in knowledge and contribute to the development of transformational leadership practices among nurse managers.

## **METHODOLOGY**

The authors used multiple databases and search engines to obtain peer-reviewed articles and information from books. Various websites have been used by

utilizing the organization library. The sources came from CINAHL, MEDLINE, COCHRANE, Ovid, Science Direct and Google Scholar. The key words included for literature search were transformational leadership and work engagement. Nurse managers, leadership practices, Job satisfaction and nurse turnover. The quality and strength of evidence is critically evaluated by using the critique tools

developed by Joanna Briggs Institute. The authors also ensured whether the resources were peer reviewed. Two authors (CW, AD) evaluated the methodological quality of the articles using the JBI quality assessment tools. The authors critically reviewed the articles for their inclusion criteria, description of the content, valid and reliable tools used, and an adequate statistical analysis carried out.

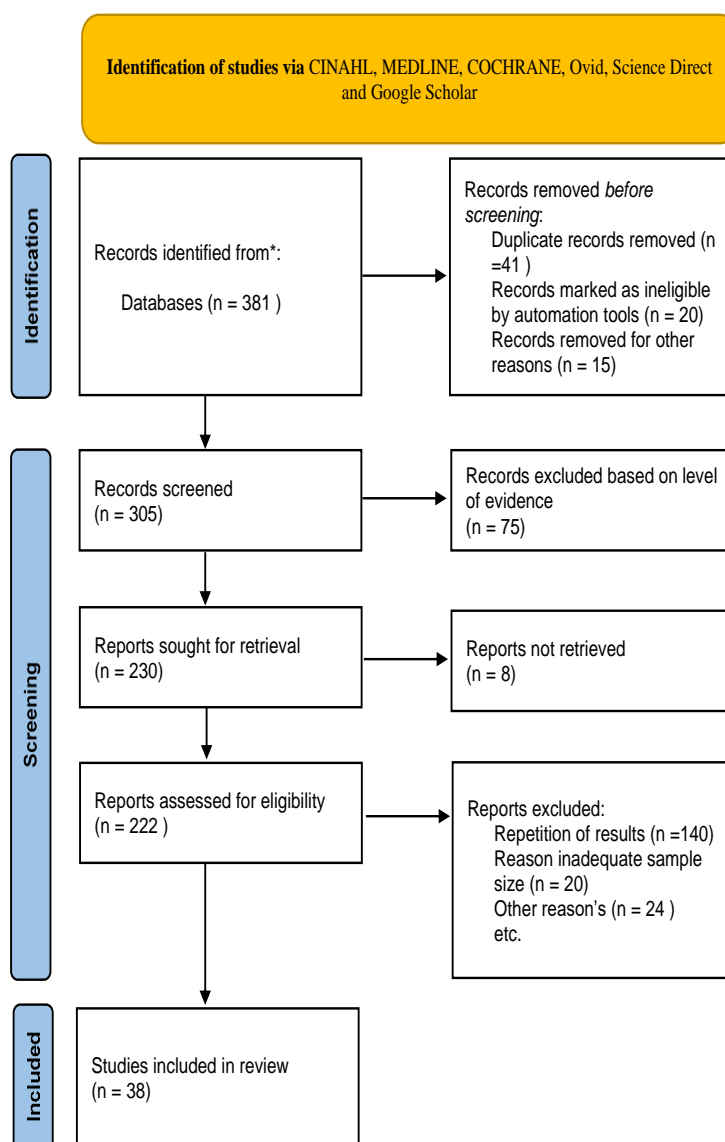


Fig: 01 PRISMA FLOW CHART

## RESULTS

### Characteristics of the studies

The literature search generated 381 articles from different databases and other sources.

After eliminating duplicates and evaluating the abstracts, the number of articles were reduced to 305. Some records were excluded based on assessing the strength of

articles. Of the selected 230 articles, 8 full text articles were inaccessible even after contacting the corresponding authors. After removing the articles for redundancy and other reasons, subsequently 38 articles were selected and reviewed completely. Of these 38 articles, 21 full studies were included in the review based on the findings. These studies were conducted in various countries that included USA, Canada, Turkey, Pakistan, Saudi Arabia, Palestine, Lebanon, Norway, Switzerland, Denmark, Italy, Egypt, and Nigeria. The majority of the studies were conducted in at least 2 or more facilities with a satisfactory sample. With regards to the study design, the majority were descriptive cross-sectional studies (n=15), and 2 studies are mixed methods studies. There was 01 Quasi experimental study also included and another secondary data analysis. Further a correlational analysis was carried out in all the studies to show the relationship between transformational leadership and other outcomes among healthcare professionals.

### **Main Findings:**

Eleven articles demonstrated the association between transformational leadership style and nurses work engagement<sup>9,17,18,19,20,21,22,23,24,25,26</sup>. Among these articles, 09 articles have reported the positive influence of transformational leadership on work engagement of healthcare professional including nurse managers<sup>9,17,19,20,22,23,24,25,26</sup>. Particularly 04 among the 09 articles has demonstrated the presence of strong positive correlations between TL and work engagement<sup>9,17,19,20</sup>. 02 Articles have demonstrated that there are some factors that mediate the relationship between transformational leadership and work engagement<sup>22,24</sup>. A study conducted in

middle eastern region depicted a unique mediating effect of emotional intelligence in the relationship between transformational leadership and work engagement<sup>22</sup>. Another study found that person job fit moderated the relationship between transformational leadership and work engagement<sup>24</sup>.

Five articles demonstrated the relationship between transformational leadership and healthcare workers' job satisfaction<sup>7,8,27,28,32</sup>, of which 03 articles have reported a strong positive correlation between transformational leadership and job satisfaction<sup>8,28,32</sup>. Furthermore 02 studies have shown that there is a statistically significant relation between unit charge nurses leadership practice and total motivation scores<sup>7,11</sup>. 02 Studies discussed about the positive outcomes associated with leaders transformational leadership practices that are extra effort, effectiveness, and satisfaction<sup>8,16</sup>.

Results also have shown that structural empowerment, organizational commitment, and job satisfaction acted as mediators through which transformational leadership positively impacted the working environment<sup>12,15, 26</sup>. Additionally, the results of this review also revealed that nursing leaders, who exhibit transformational leadership behaviors contributed to psychological empowerment and wellbeing of nurses and fosters quality of life and nurses' innovative behavior<sup>16,29,30,35</sup>. Based on the perceptions of leadership styles among nurse managers, the majority of the studies conformed that the most dominant style of leadership was transformational leadership. Besides the positive impact of transformational leadership style on work engagement, it also contributed to minimizing the adverse effects among patients<sup>32</sup>.

**Table: 01 Characteristics of the important studies included in the Review**

SI No	Author (Year) and Country	Aim	Design, Participants (Sample Size), Setting	Measurement /Tools	Main Outcomes	Important Findings
1	Bhatti S et al., (2024). Canada	To explore what leadership characteristics, styles, and behaviors were most conducive to employee satisfaction, motivation, and delivery of care in a team-based primary care setting.	Qualitative Study, Grounded Theory Approach, Healthcare professional (n=16), Multiple Healthcare Centers	Semi-structured interview guide	Transparent and open communication; decision making; and staff recognition and appreciation	The study found three major themes that influenced staff motivation, morale, and client care outcomes, with elements of the TL theory reflected within each. These themes were transparent and open communication, opportunities to collaborate, and staff recognition and appreciation.
2	Alsadaan, (2018). Saudi Arabia	The aim of this study was to identify the leadership styles of nurse managers working to assess the relationship between the perceived leadership style and organizational outcomes including leaders 'effectiveness, nurses' job satisfaction and nurses' willingness to exert extra effort.	Mixed Methods, 404 (nurses n = 283, nurse managers n = 121), 6 Hospitals	Multifactor Leadership Questionnaire MLQ 5X-Short and Interviews for qualitative data.	The leadership style of nurse managers was a mix of transformational and transactional leadership styles	The study indicated that nurse managers and nurses perceived that the leadership style of nurse managers was a mix of transformational and transactional leadership styles. The study also demonstrated a significant positive correlation of transformational leadership factors with organizational outcomes.
3	Alluhaybi A et al., (2024). Saudi Arabia	To examine the correlation between the leadership styles of clinical nurse managers and staff engagement.	Descriptive, Cross sectional (n=278 nurses), 4 Public Hospitals	Multifactor Leadership Questionnaire (MLQ-5X). Utrecht Work Engagement Scale (UWES).	Transformational Leadership style and Work Engagement	There was a significant positive correlation between transformational leadership and work engagement, where $r = 0.65$ , $p < 0.01$ . Similarly, there was a significant positive correlation between transactional leadership and work engagement, where $r = 0.56$ , $p < 0.01$ . In contrast, there was a significant negative correlation between passive avoidant leadership and work engagement, where $r = -0.12$ , $p < 0.05$ .
4	Gülkaya & Duygulu, (2020).	The study aims to define transformational leadership behaviors of unit charge nurses and the motivation level of staff nurses and the relationship	Descriptive, Correlational (n= 432, 108-unit charge nurses and	Leadership Practices Inventory, the Social Desirability Scale,	Job Motivation	The results of the study showed that the motivation level of staff nurses was at a moderate level. A positive statistically significant relationship

	Turkey	between transformational leadership and motivation of nurses.	324 staff nurses.	and the Job Motivation Scale		was found between unit charge nurses' total leadership practices and total motivation mean scores ( $p=0.001$ ).
5	Aboshaiqah A et al., (2014). Saudi Arabia.	The purpose of the study was to identify nurses' perception of leadership styles and factors that affect nursing care.	A cross sectional, Descriptive, correlational design. ( $n=272$ registered nurses). Two Regional Hospitals.	The Multifactor Leadership Questionnaire Rater Form (5x-Short).	Transformational Leadership style as dominant	Nurses perceived that their supervisors fairly used transformational leadership style ( $M = 2.78$ , $SD = .78$ ), sometimes used transactional leadership style ( $M=2.36$ , $SD = .63$ ), and Laissez-Faire leadership style was used once in a while ( $M=1.51$ , $SD = 1.19$ ). TL of supervisors was associated with more positive outcomes.
6	Walaa & Nehad (2019). Egypt	The study aimed to investigate the relationship between nurse manager leadership style and staff nurses' work engagement.	Descriptive, correlational design. ( $N=271$ of staff nurses). Teaching Hospital.	Multifactor Leadership Questionnaire (21 Items). Utrecht Work Engagement Scale (UWES).	Transformational Leadership Style and Work engagement	The results of the study revealed that the highest mean percent score of nurses' leadership style perception was regarding transformational and transactional leadership style (75.09 and 74.87%, respectively). In addition, there was a highly strong significant positive correlation between TL styles of unit nurse manager, and staff nurses' WE ( $r=0.325$ and $P=0.000$ , and $r=0.260$ , and $P=0.000$ )
7	Bamford, Wong & Laschinger (2013), Canada	To examine the relationships among nurses' perceptions of nurse managers' authentic leadership, nurses' overall person-job match in the six areas of work life and their work engagement.	Non-experimental, predictive design survey. ( $N=280$ registered nurses). Acute Care Hospitals.	Secondary Analysis of Data.	Overall person-job match and work engagement.	An overall person-job match in the six areas of work life fully mediated the relationship between authentic leadership and work engagement. Managers demonstrating higher levels of authentic leadership report greater work engagement.
8	Asiri, Mahran & Elseesy, (2023). Saudi Arabia.	The aim of the study is to determine the perception of the relationship between nurse managers' leadership styles and the levels of work engagement of the staff nurses.	Descriptive, cross-sectional, and correlational design. ( $n=383$ Staff nurses). Government Hospitals.	Utrecht Work Engagement Scale, Multifactorial Leadership Questionnaire (5X short form)	Leadership styles and work engagement.	The study found that transformational leadership style ( $M\pm SD: 2.34\pm.946$ ) and transactional leadership style ( $M\pm SD: 2.03\pm.686$ ) had the highest mean scores from staff nurses' perceptions. There was a strong, statistically significant positive relationship between transformational



						and transactional leadership styles and staff nurses' levels of work engagement ( $r=0.591$ , $r=0.517$ , $P=0.000$ )
9	Shaughnessy M et al., (2018), USA	The aim of this study was to develop a better understanding of the leadership characteristics of clinical nurse leaders.	Descriptive Correlational Study. clinical nursing leaders attending the Magnet® Conference	Leadership Practice Inventory and Utrecht Work Engagement Scale.	Leadership Practices and work engagement.	A significant positive relationship was identified between leadership practices and work engagement
10	Hayati, Charkhabi & Naami (2019). Italy.	The aim of this study was to determine the effects of transformational leadership and its components on work engagement among hospital nurses.	Descriptive, correlational, cross-sectional design. (n=24 Nurses).	Multifactor leadership questionnaire (MLQ) and work engagement scale	Transformational Leadership style and work engagement	Findings indicated that the effect of TL on work engagement and its facets is positive and significant. In addition, the research illustrates that transformational leaders transfer their enthusiasm and high power to their subordinates by the way of modeling.
11	Milhem M & Ahmed K (2019). Palestine	This study aims to find the causal effect of perceived transformational leadership on employee engagement through the mediating role of leader's emotional intelligence.	Quantitative Research Approach. ICT Sector.	Multifactor Leadership Questionnaire (MLQ-5X). Utrecht Work Engagement Scale (UWES). Genos Emotional Intelligence Inventory-concise (rater) scale	Transformational Leadership, Work Engagement and Emotional Intelligence.	Transformational leadership style has a significant effect on employee engagement for the mediating role of emotional intelligence. The study contributed to the new knowledge on the unique mediating effects of leader's emotional intelligence in the relationship between transformational leadership and employee engagement in the Middle Eastern Region
12	Manning J (2016). USA	The aim of this study is to evaluate the influence of nurse manager leadership style factors on staff nurse work engagement.	Descriptive, correlational research design, (n=441 staff nurses). 3 Acute Care Hospitals.	Multifactor Leadership Questionnaire (MLQ-5X). Utrecht Work Engagement Scale (UWES).	Leadership style and work engagement	Transactional and transformational leadership styles in nurse managers positively influenced staff nurse work engagement
13	Enwereuzor, Ugwu & Eze (2018).	The current study examines whether person-job fit moderates the relationship between transformational leadership and work engagement.	Cross-sectional design, (n= 224 hospital nurses)	Multifactor Leadership Questionnaire (MLQ-5X). Utrecht	Transformational Leadership, Work Engagement and Person-Job Fit.	Transformational leadership had a significant positive predictive relationship with work engagement, and person-job fit had a significant

	Nigeria			Work Engagement Scale (UWES).		positive predictive relationship with work engagement. PJ Fit moderated the relationship between TL and WE.
14	Siri & Eline, (2019). Norway	To assess the relationship between transformational leadership, job demands, job resources, patient safety culture and work engagement in home care services.	Cross sectional Survey, (N = 139 Healthcare Professionals), Home Care services	Global Transformational Leadership Scale (GTL), Survey on Patient Safety Culture (NHSOPSC), Short Inventory to Monitor Psychosocial Hazards (SIMPH)	Transformational Leadership, Patient safety culture and work engagement.	Transformational leadership has a significant impact on patient safety culture and work engagement in home care services. Employees' perceptions of job demand, available resources and engagement also affect patient safety culture
15	Al-Dossary RN, (2022). Saudi Arabia.	The purpose of this paper is to examine how nurse managers' leadership styles, work engagement, and nurses' organizational commitment	Cross-sectional design. (n=394 Nurses and Nurse Managers)	Multi-factor leadership questionnaire (MLQ), organizational commitment questionnaire (OCQ), and Utrecht Work Engagement Scale (UWES)	Transformational Leadership, Organizational Commitment and work engagement.	Transformational and transactional leaderships are positively correlated with organizational commitment and nurses' engagement. Transformational leadership was most preferred among the nurse managers and nurses followed by transactional leadership and laissez-faire leadership styles.
16	Failla & Stichler (2008). USA	The purpose of this study was to look at manager and staff perceptions of the manager's leadership style and to determine what effect transformational leadership style has on job satisfaction	Descriptive correlational, comparative design. (n=92 Nurse managers and nurses)	Multifactor Leadership Questionnaire (MLQ) and Stamps Index of Work Satisfaction Questionnaire V Part B (IWS-B)	Transformational Leadership and Job Satisfaction.	This study demonstrated a relationship between the total scale score for transformational leadership and total job satisfaction as well as correlations between transformational subscales and the total job satisfaction scale
17	Nielsen KM et al, (2008). Denmark	The study examines 1) a direct relationship between leadership behaviour and effective well-being outcomes, (2) a relationship between leadership behaviour and well-being that is mediated by followers' perceived work	Longitudinal questionnaire survey design. (n= 447 Healthcare Workers)	Global Transformational Leadership Scale and Copenhagen Psychosocial Questionnaire.	Transformational Leadership and psychological well being	The results indicated that followers' perceptions of their work characteristics did mediate the relationship between transformational leadership style and psychological well-being. Results also supported the



		characteristics.				relationship between the managers 'perceived transformational leadership style and well-being.
18	Sabbah I et al, (2020). Lebanon.	This study aims to assess the leadership styles of nurse leaders as perceived by employees, and to explore the relationship between perceived leadership styles and the quality of life of nurses.	Cross-sectional study. (n=250 Nurses). Eight Hospitals.	Multifactor Leadership Questionnaire 5X Short Form, and the Short Form Health Survey-12 V2 (SF-12v2)	Transformational Leadership and Quality of Life	Managers used enough transformational leadership style, whereas they used fairly often transactional leadership. Transformational leadership style was statistically related to all scales scores of the SF-12v2 ( $p < 0.001$ ) except the Social Functioning domain ( $p = 0.42$ )
19	Boamah et al, (2018). Canada	The objective of this study was to investigate the effects of nurse managers' transformational leadership behaviors on job satisfaction and patient safety outcomes.	Cross-sectional Survey.	Multifactor Leadership Questionnaire (MLQ)	Transformational Leadership and Job Satisfaction.	Transformational leadership had a strong positive influence on workplace empowerment, which in turn increased nurses' job satisfaction and decreased the frequency of adverse patient outcomes. Subsequently, job satisfaction was related to lower adverse events.
20	Masood & Afsar, (2017). Pakistan	This research built and tested a theoretical model linking transformational leadership and innovative work behavior via several intervening variables.	Descriptive, Cross-sectional survey.	Global Transformational Leadership Scale	Transformational Leadership and psychological empowerment.	Results of the study indicated that, as anticipated, transformational leadership positively affected psychological empowerment of nurses. These results imply that transformational leadership through psychological empowerment, knowledge sharing, and intrinsic motivation fosters nurse's innovative work behavior
21	Martin S, (2012). Switzerland.	This is an evaluation study of the impact of the adapted RCN Clinical Leadership Programme on the development of leadership competencies of nurse leaders.	Mixed methods study	Leadership Practice Inventory	Transformational Leadership Practices.	Nurse leaders following the programme demonstrated significant improvement in two subscales of the LPI -'inspiring a shared vision' and 'challenging the process'.

## **DISCUSSION**

Based on the aim and objective of the review, four major themes were identified exploring the various aspects of the topic that is being addressed.

1. Transformational leadership among nurse managers.
2. Impact of transformational leadership on work engagement.
3. Job Satisfaction and Organizational Commitment
4. Structural empowerment

### **Transformational Leadership among nurse managers.**

Transformational leaders influence and motivate their subordinates towards extra effort for achieving remarkable outcomes. Adopting leadership philosophies and practices that ensure each team member is informed, heard, and valued is critical for nurse leaders. These approaches are mostly reflected in relational styles like transformational leadership<sup>7</sup>. Nurse managers need to understand the importance of demonstrating behaviors of transformational leadership style which include pure vision, commitment to excellence, ability to motivate, collaborate and lead others to higher achievement as a team. Adopting transformational leadership will allow nurse managers to feel more confident when engaging in the development of healthcare policies, integration of components of healthcare technology, and the mentorship of new nurses. A transformational leader qualifies staff to find meaning in their work, empowering them to communicate their ideas, share collaboratively in a team and work towards effective change<sup>8</sup>.

Research evidence shows that there was a need for self-reflection of leadership styles of nurse's managers and developing a work environment where transformational leadership practices are constantly practiced led to positive patient and nurse outcomes. A systematic review recommended that there is need for continuous and sustainable leadership development programmes to

develop leadership behaviors for nurse managers<sup>9</sup>. Cummings stated that improving existing leadership is essential for the future sustainability of the nursing workforce, and providing training for existing leaders also becomes a priority consideration for chief executives and nursing administrators<sup>10</sup>. Additionally, considering the relationship between transformational leadership and the motivation of staff nurses, transformational leadership practices of unit charge nurses should be developed and sustained by top-level nurse managers<sup>11</sup>. Evidence speculates that more focus to leadership education in nursing can make future nursing leaders more effective, which will cultivate efficient teamwork, a quality nursing work environment, and, ultimately, safe and efficient patient outcomes<sup>12</sup>.

### **Impact of transformational leadership on work engagement.**

Work engagement is defined as a fulfilling, positive work-related state of mind and well-being at work<sup>13</sup>. There are various influencing factors on work engagement, such as organizational climate, job resources, professional resources, personal resources, job demands, and demographic variables<sup>14</sup>. Workload complexities, stress at work, work-life balance and positive work environments were also among significant factors that affect work engagement<sup>15</sup>.

Nurse managers leadership styles directly or indirectly affects nurses work engagement<sup>16,17,18</sup>). The relational styles of leadership, transformational and transactional leadership styles were significantly related to staff nurses' work engagement<sup>19,20,21</sup>. Literature highlights that transformational leadership practices of nurse managers influences work engagement of staff nurses. Nurse managers who use transformational and transactional leadership styles to offer support and communication can have a beneficial influence on staff nurse work engagement and job satisfaction<sup>19</sup>. The hallmark of transformational leadership is communication. High levels of work

engagement were demonstrated by staff nurses when managers gave them regular feedback.

Transformational leadership approach had a positive and significant impact on work engagement that was mediated by emotional intelligence<sup>22</sup>. Transformational leadership style among nurse managers demonstrated the potential to positively influence organizational success through staff nurse work engagement<sup>23</sup>. When a supervisor can instill optimism in their team through transformational leadership behavior, the team member's level of work engagement increases and followers are more likely to be involved in the work<sup>21,24</sup>. It is of great importance for managers to apply transformational leadership to increase employee engagement and enhance the culture of patient safety<sup>25</sup>.

### **Transformational Leadership and Job satisfaction**

Leaders who practice transformational leadership tend to have a positive work environment, manages burnout and stress, have good organizational commitment and better job satisfaction that motivates their own performance and also influences their co-worker's performance through collaboration, support, promotion, reward and recognition<sup>26</sup>. Structural empowerment, organizational commitment, and job satisfaction acted as mediators through which transformational leadership positively impacted the working environment<sup>12</sup>. Literature shows that transformational work environments have been associated with enhanced job satisfaction, increase in organizational commitment, reduced turnover intention; increased staff well-being, nurses' self-efficacy and work engagement<sup>27,28,29,30,31</sup>.

Transformational leadership had a strong positive influence on the workplace environment, which in turn increases nurses' job satisfaction<sup>32</sup>. Most of the studies concluded that there was a need for developing a work environment where transformational leadership practices are

constantly practiced led to positive outcomes. By training and rewarding managers to embrace transformational leadership behaviors, nursing leaders in hospital settings can enhance job satisfaction for all nurses<sup>8</sup>.

### **Transformational leadership and structural empowerment.**

Kanter's structural empowerment refers to social workplace conditions and policies that allows employees to access resources, opportunities, knowledge, and support. Structural empowerment theory states that workplace changes promote healthier workers, lower stress levels, and enhance dedication among employees all of which lead to better organizational outcomes<sup>33</sup>. Nurses who are structurally empowered are more successful and engaged at work<sup>34</sup>. Leadership is crucial in helping nurses gain structural empowerment, which leads to organizational success<sup>10</sup>. Transformational leadership had a significant effect on nurses' psychological empowerment, which in turn had an impact on their intrinsic motivation and knowledge-sharing behavior<sup>35</sup>. Transformational leadership behaviors of nurse managers were correlated to staff nurses' structural empowerment. Staff nurses' perceptions of transformational and transactional leadership behaviors positively influenced their structural empowerment<sup>36</sup>. It can be understood that nurse managers' transformational leadership had a positive and direct impact on structural empowerment of nurses which in turn influences work engagement among staff nurses<sup>37</sup>. It can be further stated that nurse leaders' work-related well-being was positively correlated with structural empowerment and their superior's leadership style<sup>38</sup>. When transformational leaders employ structural empowerment nurses might feel that they are valued as members of an organization, and that their opinions are heard and taken seriously which in turn leads to increased job performance<sup>39</sup>.

## CONCLUSION

As healthcare continues to evolve, nurse leaders who embrace transformational leadership principles will play a vital role in shaping the future of nursing and healthcare delivery. Their ability to inspire and innovate will be essential in addressing the ongoing challenges and opportunities in the healthcare landscape. They can enhance resilience, job satisfaction, and overall well-being among nursing staff, leading to improved patient outcomes. Findings from several studies suggest that transformational leadership is paramount for increasing nurses' job satisfaction and structural empowerment. By developing strong relationships, transformational leaders understand and anticipate the needs of their staff and make great efforts to provide the resources needed to increase empowerment. Empowered nurses seek innovative approaches in performing their duties and thereby improving patient outcomes. From evidence, it can be speculated that transformational leaders have an impact on staff nurses' motivation and work engagement through structural empowerment. Emerging nurse leaders need to be supported by coaching and empowered to make necessary adjustments to achieve high standards in their units through effective leadership engagement and education. Hence, this review emphasizes the need for leadership training and development programs that promote transformational leadership behaviors and developing future leaders. Based on the multitude of challenges, it is crucial that frontline nurse managers engage in transformational leadership behaviors to ensure that their work environments are empowering to support transformational behaviors among nurses, which in turn improve nurses job satisfaction and work engagement.

## Implications

The findings of this review emphasize the crucial role transformational leaders play in enhancing job satisfaction, work

engagement and a positive work environment to produce better outcomes for patients. The results contribute to a small but growing body of empirical evidence showing an association between transformational leadership and nurse engagement. It is crucial that managers engage in transformational leadership behaviors to ensure that work environments are empowering and motivate staff towards creative and innovative approaches in facing future challenges. The study also emphasized the importance of training and education for developing transformational leadership behaviors.

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