

Impact of Nurse Leadership Style and Wellbeing Among Nurses in Saudi Arabia: A Systematic Review

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Abstract: **Objectives:** This systematic review examines how nurse leaders' leadership styles affect Saudi healthcare nurses' job happiness and well-being. It will also examine how leadership style affects nurse burnout, emotional distress, and stress, and whether well-being decline varies by nationality. **Methods:** The study objectives were met by a PRISMA-compliant systematic review. English papers published between January 2000 and December 2024 were found in PubMed, Medline, Google Scholar, and PsychINFO. Boolean operators "AND" and "OR" combined search phrases "nursing leadership," "nursing job satisfaction," "wellbeing," and "leadership style." The search targeted Saudi nurses. **Results:** This review uniquely gathers literature on Saudi nursing supervisor management styles and staff well-being. Leadership is essential to creating a supportive atmosphere through professional growth and lifetime learning. Analysis shows that transformational leadership improves organizational outcomes by building trust, motivation, belonging, and collaboration. Despite not improving job satisfaction or stress, transactional leadership helps complete tasks. Laissez-faire management always causes job unhappiness and burnout. The review covers the research gap on leadership's effects on job satisfaction, well-being, burnout, and workplace bullying. **Conclusion:** Positive working circumstances, nurse well-being, and turnover reduction require effective leadership. Nurse leader performance impacts patient and worker outcomes. Complex healthcare contexts require flexible leadership. Self-awareness, performance evaluation, and workplace aspects promote employee well-being. Leaders should emphasize relationships and assistance. To raise knowledge of how leadership styles affect staff well-being, all organizational levels need targeted, evidence-based leadership training.

Keywords: Nursing Leadership, Job Satisfaction, Nurse Well-being, Burnout and Stress, Transformational Leadership.

1. Introduction

Nurses are the pillar of the health care system and without their support effective patients' care or delivery of health care services is next to impossible. Therefore, there is always a dire need for qualified and well-trained nursing staff (Chan, Tam, Lung, Wong, & Chau, 2013; Heinen et al., 2013; Nkowane & Ferguson, 2016) and the stakeholders/reputed healthcare setups are always struggling to meet this demand to ensure quality care. When referring to the term "*Qualified Nursing Staff*" it's not only referring to the clinical expertise but also

cover the skill referring to emotion intelligence, empathy and care which is observed to have a massive impact of the patients health related outcomes and exhibits elevated work related wellbeing among the staff as well. (Long, 2024; Nantsupawat, Nantsupawat, Kunaviktikul, Turale, & Poghosyan, 2016) In addition, it is observed that to improve productivity, performance and job-related wellbeing the manager leadership style matters a lot.(Cummings et al., 2018; Skakon, Nielsen, Borg, & Guzman, 2010) It is evident from the literature that ineffective leadership escalates expenses, decline in staff activity, and absenteeism, while declining performance. Team leaders in the health care environment massively impact the wellbeing of the staff working under their supervision.

The well-being of leaders influences the well-being of their subordinates(Skakon et al., 2010) however this issue is partially explored in literature(Häggman-Laitila & Romppanen, 2018; Romppanen & Häggman-Laitila, 2017) and there is need to explore this issue in detail . Wellbeing among the nurses is primarily affected by the burnout and stress, and poor capabilities of the nurse leader to manage the staff effectively are the main factors that worsen the situation. Once the wellbeing of the nursing staff is declined it also impacts the occupational health, health behavior, social and economic well-being, professional development, and both psychological and physical health of the nurses.(Gervais, Buffet, Liddle, & Eekelaert, 2019; Jacobs et al., 2013)

A. Role of Nurses and Health Care system in Saudi Arabia

Saudi Arabia, government's investments in healthcare infrastructure have improved the Saudi healthcare system and increased access to services nationwide. A well-established healthcare system in Saudi Arabia provides free treatment to all citizens and residents. The government runs and funds healthcare. The Ministry of Health (MOH) regulates and provides healthcare nationwide.(Gurajala, 2023) The Saudi healthcare system includes primary, secondary, and tertiary care. Primary healthcare centers (PHCs) offer preventive care, health education, and screening. Most of the specific hospital provide advanced healthcare services like diagnostics, surgery, and emergency treatment. Specialized hospitals offer

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transplants and cancer therapy.

While nursing education, practice, and workforce in Saudi Arabia have improved in recent decades, a shortage of nurses and excessive turnover persist. As global nursing shortages persist and health facilities and populations grow, efforts must be made to increase the number and percentage of local nurses. Long-term measures are needed to recruit and retain nurses, both locally and abroad. Saudi Arabia has a significant gap in nursing studies. Nurse researchers should examine and solve challenges to nursing advancement in public and private sectors. Saudi nurses' many tasks and responsibilities are crucial to healthcare. Nurses ensure high-quality healthcare by providing patient-centered care, advocating for patient rights, cooperating in interdisciplinary teams, and scrupulously monitoring patient records. Nurses excel in patient care and improve healthcare outcomes by adapting to new technology, actively assessing and monitoring patients, and committing to infection control and safety. (Al-Dossary, 2018)

B. Impact of Leadership style of Nurse Manager on Nursing Staff

Considering that nurse leaders play a crucial role in the retaining of personnel as well as the productivity and effectiveness of healthcare organizations, it is imperative that their performance be developed through the utilization of evidence-based information. Earlier studies have proven that leadership style plays a role in the work output, job satisfaction and well-being of the nursing staff. (Adams, Chamberlain, & Giles, 2019; Cummings et al., 2018; Long, 2024; Weberg, 2010) Considering that nurse leaders play a crucial role in the retention of personnel as well as the productivity and effectiveness of healthcare organizations, it is imperative that their performance be developed through the utilization of evidence-based information. (Long, 2024) specifically observed the impact of nurse leader behavior among the nursing staff working in the intensive care unit (ICU) on their well-being and support in decision making. (Adams et al., 2019)

Keeping in view the challenges and opportunities for nurses in the health care system it vital to explore how the leadership style is influencing nurses' work-related well-being for the nursing staff working in Saudi Arabia. This article analyzes nurse leaders' leadership styles and nurses' work-related well-being.

C. Objectives

This systematic review aims to explore the impact of leadership style among the nurse leaders and its impact on the job satisfaction and wellbeing of the nursing staff working with them or working under their control in Saudi health care setting. In addition, this systematic review will also see how the leadership style impact on the burnout or emotion distress or stress level among the nurses and which nationality is more reported to have declined wellbeing due to the leadership style.

2. Methods

A systematic review was performed to attain the objectives of the study. Preferred Reporting Items for Systematic Reviews

and Meta-Analyses (PRISMA) guidelines were used as the basis for searching and extracting information relevant to the objectives of the study.

A. Search Methods

Various databases, including Pubmed, Medline, Google Scholar and PsychINFO, were utilized to search for relevant studies (targeting nurses working in Saudi Arabia) published in English Language. The search terms “nursing leadership,” and “nursing leadership behaviors” “nursing job satisfaction” “wellbeing” “leadership style” was combined using Boolean operators “AND” and “OR.” The time frame of research was from 1st Jan 2000 till 31st Dec 2024.

B. Inclusion and Exclusion Criteria

All observational and interventional studies exploring the study question among the nurses working in Saudi Arabia will be considered for inclusion in this systematic review. Qualitative studies, letters to editors and any other study with smaller sample size or the study which sample size is comprised of professional other than nurses shall be excluded from this systematic review.

C. Data Analysis and Synthesis

Narrative synthesis will be carried out using a standardized data collection form. Both quantitative and qualitative data will be extracted for comparison and contrast across the studies. EndNote will be used to develop libraries for all the articles that were searched through literature. Duplicate will be removed and finalized research articles meeting the inclusion criteria will be forwarded to the next phase of data extraction. Data will be extracted by two independent reviewers using a standard data extraction form in Excel.

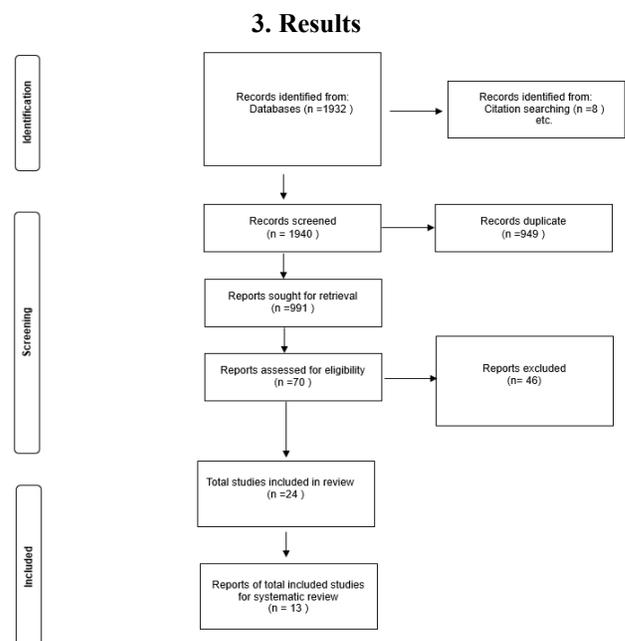


Fig. 1. Prisma flow diagram

In the beginning, a total of 1940 articles were found by gathering 1932 articles from various electronic databases and 8

articles by manually searching through journals. This brought the total number of articles to 1940. There was a total of 991 papers that were examined for titles and abstracts after 949

duplicates were removed. Out of these, 921 papers were disqualified based on their titles and abstracts, and 70 articles were chosen for full-text reviews; the other articles were not

Table 1
Study characteristics and impact of leadership style on the well-being and job satisfaction of nurses

Authors	Research Setting and Location	Participant Demographics	Leadership Styles Examined	Well-being and Job Satisfaction Outcomes
Amal. A, et al (2024) (Alluhaybi Amal, 2024)	Four public/referral hospitals from Makkah, Saudi Arabia	Total sample of 278 of whom majority 227 (81.7%) were female and most of the nurses were from age group 30-39 years (176, 63.3%). Majority of the nurses 167 (60.1%) were expatriates and 111 (39.9%) were Saudi. In terms of education profile most were qualified nurses	Transformational, Transactional, Passive Avoidant (Laissez-faire)	Work interactions in Utrecht Transformational and transactional leadership favorably connect with job engagement (p<0.01) and wellbeing, while passive avoidant leadership negatively correlates (p<0.05), according to a study looking at the link between leadership style and nurse well-being.
	Cross-sectional study			
Fawaz. M, et al (2016) (Alshahrani, 2016)	Critical care units (CCU) Aseer Central Hospital (ACH) Abha, Saudi Arabia	Total sample size: 89; 98% female nurses from age range 22 to 58 years. In terms of education, 79% bachelor's degree, 21% diploma. With a job experience of 6 months to 17 years. - Nationality: Not reported	Transformational and Transactional	MLQ-5X helped to evaluate leadership styles. With statistical significance (p < 0.05), transformational leadership style and greater job satisfaction and wellbeing have been shown to be correlated. Variations in leadership style clearly correlated job satisfaction and welfare with 23% (p<0.005). Furthermore, acknowledged as a basic determinant of job happiness is the importance of expert help. This study shows that transactional leadership forms a major influence on low job satisfaction.
	Cross-sectional study			
Eman. A, et al (2024) (Alhalal et al., 2024)	Nurses from Acute care setting from six Secondary and tertiary public hospitals from the Central, North, Northeast, and South regions of Saudi Arabia	Total respondents of this study were 415, most of them were from mid-career with job experience of 1-10 years and 39% of the nurses participated in this study while the rest were expatriate	Authentic leadership	Through psychological capital and practice environments, authentic leadership indirectly influences nurses' well-being. Well-being is much mediated by both the nursing practice environment (β = 0.130) and psychological capital (β = 0.096). Nursing practice environment and psychological capital fully mediate both genuine leadership and nurses' well-being.
	Cross-sectional study			
Sharifa MA et al (2024) (Alasiry & Alkhalidi, 2024)	Nurses from three Tertiary care hospitals from Hafar Al-Batin City, north-eastern Saudi Arabia	A total of 279 nurses participated in this study. Of whom were female: 188 (67.4%) and Male: 91 (32.6%). Mean age: 31.18 years. In terms of education, 136 got bachelor's, Diploma: 92, Master's/Doctorate: 51. Around 25% got job experience more than 10 years	Transformational, Transactional, Laissez-faire	According to the Multifactor Leadership Questionnaire (MLQ-6S), transformational leadership is linked to higher retention and work satisfaction, but it has a weak negative correlation with intention to quit.
	Cross-sectional study			
Mansour AY, et al (2018) (Al-Yami et al., 2018)	Nurses working in different specialties at two medical cities working under the Ministry of Health (MOH) Riyadh, Saudi Arabia	A total of 219 Saudi national nurses were the main participants of whom 194 (89%) were female age range 30-40 years. About 55 (25%), were Nurse managers and rest were staff nurse. With a majority having experience of more than 7 years.	Transformational, Transactional, Passive/Avoidant (including Laissez-faire)	Apply certain well-being or job satisfaction assessments: Organizational dedication replaces personal pleasure. Transformational leadership is positively correlated with organizational commitment, so indicating higher job satisfaction and well-being (p= 0.01). Transformational leadership and emotional intelligence among nursing supervisors help to increase nurse well-being.
	Cross-sectional study			
Mohammed AA, et al (2022) (Alrasheed et al., 2022)	Nurses working in different specialties at three tertiary care hospitals working under the Ministry of Health (MOH) Qassim Region, Saudi Arabia	A total of 437 Saudi national nurses were the main participants of whom 55.6%, were male nurse and rest were female age range 35-45 years. 60.2 % of the nurse were Saudi national and about 30% of the nursing staff got job experience more than 10 years	Transformational, Transactional	MLQ and JSS on a 6-point Likert scale were used to evaluate leadership style. Though both approaches have high positive connections with job happiness, transformational leadership is a more accurate indicator of job satisfaction than transactional leadership.
	Cross-sectional study			
Bander A (2019) (Albagawi, 2019)	Nurses from four Governmental hospitals Ha'il City, Saudi Arabia	A total of 184 nurses participated in this study of whom 159 (86.4%) were female and 25 (13.6%) were male nurse. The age distribution of the sample was from 20 to 30 years. About 113 (61.4%) of the nurses were Saudi national while the rest were expatriates and majority (79.3%) with a job experience up to 10 years.	Transformational, Transactional, Laissez-faire	The leadership was evaluated using MLQ; the workplace environment and professional working relations were evaluated using WQI. Job happiness is in good correlation with transformational leadership. But job happiness suffers inversely from laissez-faire leadership. Not any notable correlation exists between job happiness and transactional leadership.
	Cross-sectional study			
Salwa A, et al (2024) (Alrashidi et al., 2024)	Nurses from Four public hospitals Hail, Saudi Arabia working in Critical care units and inpatient wards	The total sample size of this study was 372. More than 70% of the nurses were age 35 year and above and 88.2% of the respondents were female. 193(51.9%) of the nurses were Saudi while rest were expatriates.	Transformational, Transactional, Laissez-faire	Job satisfaction as measured by the Multifactor Leadership Questionnaire (MLQ). Transformational leadership significantly enhances job satisfaction among nurses. Transformational leadership has a statistically significant impact on job satisfaction (p < .001), explaining 58% of the variance in satisfaction.
	Cross-sectional study			
Samirah. AA, et al (2016) (Asiri et al., 2016)	Nurses working in Pediatrics Acute Care Unit and Adult Acute Care Unit in Riyadh City, Saudi Arabia	Total sample size of this study was 332 of whom majority were female 305 (92.1%) with a median age of 35 to 37 years. The professional role of the nurses is as follows: Staff nurse: 302 (92%), Nurse manager: 9 (2.7%), Others: 19 (5.8%). All nurses who participated in this study were expatriates.	Transformational Leadership (TFL), Transactional Leadership (TAL), Laissez-faire Leadership (LFL)	Autocratic and weak leadership styles lead to disempowerment and reduced job satisfaction; transformational leadership is moderately associated with higher organizational commitment. Autonomy is identified as a predictor of commitment and is statistically significant (p = 0.016).
	Cross-sectional study			
Mohammed. GA, et al (2018) (Alghamdi et al., 2018)	Nurses from three Western Region of Saudi Arabia, in the largest three cities and six public hospitals	Total sample size of this study was 308 of whom majority were female 57%, with a median age 20-29 years old. All nurses who participated in this study were Saudi with a job experience of 1-4 years	Transformational leadership	Job Satisfaction Survey (JSS) scale revealed that there is a relationship between leadership style and nurse well-being. Higher job satisfaction reported when nurses worked under male managers; male managers perceived to exhibit higher transformational leadership style. Main effect of manager's gender on job satisfaction (F = 51.8, p < .001); main effect on perceptions of transformational leadership style (F = 156.8, p > .001).
	Cross-sectional study			
Raeda. F A, et al (2012) (Abualrub & Alghamdi, 2012)	Nurses from six public hospitals of Western Region of Saudi Arabia (Jeddah, Makkah, Taif)	Total sample size of this study was 308 of whom majority were female 56%, with a age range 20-29 years old. All nurses who participated in this study were Saudi with a job experience of 1-30 years	Transformational and Transactional	Job Satisfaction Survey (JSS) was used, and it was found that Transformational leadership style is positively correlated with job satisfaction (r = 0.45, P < 0.001); transactional leadership style is negatively correlated with job satisfaction (r = -0.14, P < 0.01).
	Cross-sectional study			
Nashi AR, et al (2023) (Al Reshidi et al., 2023)	Nurses from Primary healthcare centers and government hospitals of Northern Region, Saudi Arabia	Total sample size of this study was 716 of whom majority were female 634 (88.5), with an age range 25-39 years old. 45.7% nurses who participated in this study were Saudi and most 48.2 % of nurses got job experience of >6 years	Transactional and Transformational	MSQ for job satisfaction; and LBDQ for leadership perception were used. Moderate level of job satisfaction; significant negative correlation between job satisfaction and leadership perception (r=-0.331, P=0.000). Significant differences in job satisfaction based on age (H=8.44, P=0.038), gender (Z=-2.713, P=0.007), and nationality (Z=-2.028, P=0.043).
	Cross-sectional study			
Mohammed A A (2022) (Alrubaysh et al., 2022)	Nurses from All PHCCs in Riyadh belonging to the first or second cluster Riyadh, Saudi Arabia	Total sample size of this study was 130 of whom majority were Seven of the 65 managers were female (10.77%) and 58 were male (89.23%), but all raters in the study were male. - Professional nursing roles/levels: Managers and Raters (raters at a lower organizational level.	Transformational, Transactional (TL), Laissez-faire	Transformational and transactional leadership styles are positively correlated with job satisfaction, while passive avoidant leadership is negatively correlated. P < 0.05 for correlations between leadership styles and satisfaction.

included. After going through the full-text articles, it was determined that 46 of them did not fulfill the inclusion requirements and were therefore disqualified. After careful consideration, 24 papers were considered suitable for quality evaluation. Of these 24 papers, 13 met the inclusion criteria and discussed the question that was outlined as study objectives. Details are shown in Figure 1.

A. Methodological Quality

The critical appraisal of the studies which fulfilled the inclusion criteria of our review was conducted by using the Joanna Briggs Institute (JBI) Critical Appraisal checklist for analytical cross-sectional studies (pada, 2017). Primary researcher performed an independent assessment of each study and scored the JBI questions as: “yes”, “no”, “unclear” or “not applicable”.

Overall, the studies included in this systematic review demonstrate a high level of methodological rigor, fulfilling six out of eight quality assessment criteria (Q1-Q4, Q7 and Q8). However, in all of the included studies confounding factors were not identified (Q5) and no strategies were mentioned to deal with stated confounding factors (Q6). The summary of critical appraisal is presented in Table 2.

B. Study Characteristics and Main Findings

This systematic review found n=13 (Abualrub & Alghamdi, 2012; Al-Yami, Galdas, & Watson, 2018; Al Reshidi et al., 2023; Alasiry & Alkhalidi, 2024; Albagawi, 2019; Alghamdi, Topp, & AlYami, 2018; Alhalal et al., 2024; Alluhaybi Amal, 2024; Alrasheedi, Alrashaidi, & Shahin, 2022; Alrashidi, Alenezi, Alrimali, & Alshammari, 2024; Alrubaysh et al., 2022; Alshahrani, 2016; Asiri, Rohrer, Al-Surimi, Da’ar, & Ahmed, 2016) studies that are in line with the study question which have discussed or explored the leadership style among the nurse

leader who were serving in Saudia Arabia during the time of study. In addition, secondary outcomes that were explored in these studies were the influence that leadership styles have on the levels of job satisfaction, well-being, burn-out, and bullying that nurses experience in the workplace in healthcare settings.

Across the selected studies, transactional and laissez-faire leadership styles were the common leadership styles investigated. Amal. A, et al (2024) (Alluhaybi Amal, 2024) conducted as cross- section at four major hospitals at Makkah. Most of their respondents who responded to this survey were female nurse 227(81.7%) from the age group of 30-39 years (176, 63.3%). The leadership style that was investigated in this study was Transformational, Transactional, Passive Avoidant (Laissez-faire), and majority of them 167 (60.1%) were expatriates followed by Saudi national nurses 111 (39.9%). Results of this study have shown that in terms of work engagement, transformational and transactional leadership have been found to have a positive correlation with wellbeing, but passive avoidant leadership has been found to have a negative correlation with work engagement. Similarly, another study conducted in the Critical care units (CCU) Aseer Central Hospital (ACH) Abha, Saudi Arabia by Fawaz. M, et al (2016) (Alshahrani, 2016) has investigated Transformational and Transactional leadership style among the nurse leaders and its impact on the job satisfaction and wellbeing of the nurse working under their control of whom 98.0% of them were female nurse. A transformative leadership style was associated with higher work satisfaction and wellbeing. Leadership style significantly impacted job satisfaction and well-being by 23%. Furthermore, it has been observed that one of the key factors influencing job satisfaction is the availability of professional assistance. It was also revealed that the transactional leadership is highly associated with job discontent.

Eman. A, et al (2024)(Alhalal et al., 2024) explore the

Table 2
Quality assessment of studies using JBI’s critical appraisal tools designed for analytical cross-sectional studies

Studies	JBI’s critical appraisal questions								Overall Score	Include
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
Amal. A, et al (2024)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Fawaz. M, et al (2016)	Y	Y	Y	Y	U	U	Y	Y	6	✓
Eman. A, et al (2024)	Y	Y	Y	Y	U	U	Y	Y	6	✓
Sharifa MA et al (2024)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Mansour AY, et al (2018)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Mohammed AA, et al (2022)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Bander A (2019)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Salwa A, et al (2024)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Samirah. AA, et al (2016)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Mohammed. GA, et al (2018)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Raeda. F A, et al (2012)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Nashi AR, et al (2023)	Y	Y	Y	Y	N	N	Y	Y	6	✓
Mohammed A A (2022)	Y	Y	Y	Y	N	N	Y	Y	6	✓

Y = Yes, N = No, U = Unclear, NA = Not Applicable

Overall score is calculated by counting the number of Ys in each row

Q1 = were the criteria for inclusion in the sample clearly defined?

Q2 = were the study subjects and the setting described in detail?

Q3 = was the exposure measured in a valid and reliable way?

Q4 = were objective, standard criteria used for measurement of the condition?

Q5 = were confounding factors identified?

Q6 = were strategies to deal with confounding factors stated?

Q7 = were the outcomes measured in a valid and reliable way?

Q8 = was appropriate statistical analysis used

Authentic leadership among the nurses from four main regions of Saudi Arabia with a sample size of $n=415$. Majority of the samples were comprised of mid-career nursing staff, most of the staff participated in this study, 61% were expatriates. Authentic leadership does not have a direct impact on the well-being of nurses; rather, its influence is mediated through the nursing practice environment and psychological capital. The nursing practice environment has a statistically significant mediating effect on well-being, as does psychological capital on well-being. The practice environment in nursing and psychological capital serves as complete mediators in the connection between authentic leadership and the well-being of nurses. Sharifa MA *et al* (2024) (Alasiry & Alkhalidi, 2024) explored the Transformational, Transactional, Laissez-faire leadership style among the sample of 279 nurse. Females comprised 188 individuals (67.4%), while males accounted for 91 individuals (32.6%). The average age is 31.18 years. Regarding educational attainment, 136 individuals obtained bachelor's degrees, 92 received diplomas, and 51 achieved master's or doctorate degrees. Approximately 25% have job experience exceeding 10 years. Transformational leadership is linked to increased retention and possibly enhanced job satisfaction; there exists a weak negative correlation between leadership styles and the intention to quit.

Mansour AY, *et al* (2018) (Al-Yami *et al.*, 2018) explored transformational, transactional, passive/avoidant (including Laissez-faire) leadership style and its impact on the job satisfaction and well-being of the nurses two medical cities working under the Ministry of Health (MOH) Riyadh, Saudi Arabia. A total of 219 Saudi national nurses participated in the study, with 194 (89%) being female, and the age range of participants was between 30 and 40 years. Approximately 55 individuals, representing 25%, were nurse managers, while the remainder were staff nurses. A significant portion possesses over 7 years of experience. Indicators of well-being or job satisfaction are employed. Organizational commitment functions as a substitute for job satisfaction. Transformational leadership demonstrates a positive relationship with organizational commitment, highlighting its influence on job satisfaction and overall well-being ($p < 0.01$). The leadership style of nurse managers, characterized by transformation, is associated with emotional intelligence and has a positive impact on the well-being outcomes of nurses. Mohammed AA, *et al* (2022) (Alrasheedi *et al.*, 2022) explored impact of Transformational, Transactional leadership style among nurses working in different specialties at three tertiary care hospitals working under the Ministry of Health (MOH) Qassim Region, Saudi Arabia. A total of 437 Saudi national nurses participated in the study, with 55.6% being male nurses and the remainder female, all within the age range of 35-45 years. 60.2% of the nurses were Saudi nationals, and approximately 30% of the nursing staff had job experience exceeding 10 years. Transformational leadership emerges as a more significant predictor of job happiness in comparison to transactional leadership; however, both approaches exhibit strong positive correlations with job satisfaction.

Bander A (2019) (Albagawi, 2019) explored the impact of

transformational, transactional, Laissez-faire style and its impact on job satisfaction and well-being. A total of 184 nurses participated in this study, including 159 (86.4%) females and 25 (13.6%) males. The sample displayed an age distribution spanning from 20 to 30 years. A total of 113 nurses were identified, with 61.4% being Saudi nationals and the rest being expatriates. A considerable proportion, 79.3%, had job experience spanning up to 10 years. Transformational leadership exhibits a positive correlation with job satisfaction. Laissez-faire leadership exhibits a negative correlation with job satisfaction. No substantial correlation exists between transactional leadership and work satisfaction. Salwa A, *et al* (2024) (Alrashidi *et al.*, 2024) also explored the impact of Transformational, Transactional, Laissez-faire. The impact of transformational leadership on job satisfaction in the nursing profession is substantial. 193 (of 372) of the nurses were Saudi while rest were expatriates. Transformational leadership demonstrates a statistically significant effect on job satisfaction, accounting for 58% of the variance in satisfaction. Similarly, the study by Samirah. AA, *et al* (2016) (Asiri *et al.*, 2016) shown transformational leadership demonstrated a moderate positive correlation with organizational commitment.

Autonomy has been recognized as a crucial factor influencing commitment. This study offers valuable insights into the relationship between leadership styles and nurse outcomes within a Saudi Arabian context, emphasizing the significance of transformational leadership and autonomy in enhancing job satisfaction and commitment. Similarly, Mohammed. GA, *et al* (2018) (Alghamdi *et al.*, 2018) among the nurses from three largest medical cities and six public hospitals the sample size of this study was 308 and the entire population was Saudi national. The Job Satisfaction Survey (JSS) scale indicated a correlation between leadership style and the well-being of nurses. Nurses reported higher job satisfaction when working under male managers, who were perceived to demonstrate a more pronounced transformational leadership style. The manager's gender significantly impacts job satisfaction and influences perceptions of transformational leadership style.

The last three studies were conducted by Raeda. F A, *et al* (2012) (Abualrub & Alghamdi, 2012), Nashi AR, *et al* (2023) (Al Reshidi *et al.*, 2023) and Mohammed A A (2022) (Alrubaysh *et al.*, 2022) were in the metropolitan cities of Saudi Arabia. All these studies explore the impact of Transactional and Transformational leadership style on the wellbeing of the nurses. Raeda. F A, *et al* (2012) (Abualrub & Alghamdi, 2012) reported that Transformational leadership style is positively correlated with job satisfaction; transactional leadership style is negatively correlated with job satisfaction. whilst, Nashi AR, *et al* (2023) (Al Reshidi *et al.*, 2023) reported moderate level of job satisfaction; significant negative correlation between job satisfaction and leadership perception. Significant differences in job satisfaction based on age, and nationality. Mohammed A A (2022) (Alrubaysh *et al.*, 2022) demonstrated Transformational and transactional leadership styles are positively correlated with job satisfaction, while passive avoidant leadership is negatively correlated for

correlations between leadership styles and satisfaction.

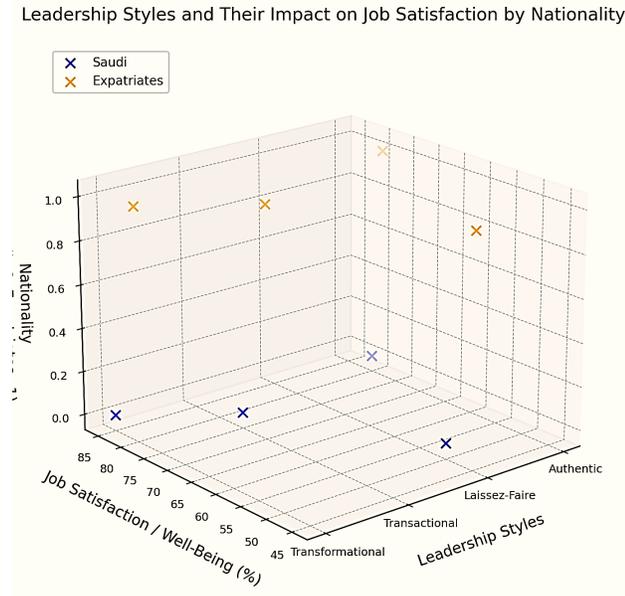


Fig. 2.

4. Discussion

This systematic review is unique in many ways; first, to date there is hardly any comprehensive compilation from the literature that aim to explore the management style of the nursing supervisor and its impact on the wellbeing nursing staff working in Saudi health care setting. Time and again it is proven that leadership has a vital role in fostering an environment in the organization by investing in the professional development and education of their nursing staff, thereby supporting lifelong learning and competency enhancement (Niinihuhta, Terkamo-Moisio, Kvist, & Häggman-Laitila, 2022). Secondly there are hardly any studies to date that explore the impact of leadership style on job satisfaction, well-being, reduced burnout, and mitigated workplace bullying (Abualrub & Alghamdi, 2012; Al-Yami et al., 2018; Al Reshidi et al., 2023; Alasiry & Alkhalidi, 2024; Albagawi, 2019; Alghamdi et al., 2018; Alhalal et al., 2024; Alluhaybi Amal, 2024; Alrasheedi et al., 2022; Alrashidi et al., 2024; Alrubaysh et al., 2022; Alshahrani, 2016; Asiri et al., 2016). This comprehensive literature search revealed that transformational leaders enhance organizational outcomes through the cultivation of trust, motivation, a sense of belonging, and collaboration. Transactional leadership enhances task completion; however, it does not contribute to job satisfaction or alleviate stress. Laissez-faire leadership consistently leads to job dissatisfaction and burnout.

Overall, there are various tools that are internationally available for the assessment of the impact of job contentment and their impact on well-being among the nursing staff. However, among the selected studies most used MLQ-5X, Work engagement using Utrecht Work Engagement Scale, MLQ-6S, JSS scale, MSQ and Leadership Behavior Description Questionnaire (LBDQ). Overall, in Saudi healthcare setting nurse leader / staff were more dominated by the Transformational leadership style. It is proven from the

Transformational leadership style among nursing leaders that cultivates a supportive (Lanaj, Johnson, & Lee, 2016) environment that led to a more empowered healthcare environment. A transformational leadership style in nursing inspires teams to collaborate in providing outstanding patient care and outcomes (Thibault, Gulseren, & Kelloway, 2019; Tsapnidou et al., 2024). As healthcare progresses, transformational leaders in nursing are essential due to their resilience, inclusion, and capacity to address emerging difficulties. For a multiethnic work environment like in Saudi Arabia, it is important to establish a good working environment specially in a healthcare setting where Transformational leadership style is in practice because this leadership style in addition to its benefits it led to better job satisfaction among nursing staff which latter led to better quality of life / well-being among nursing staff (Niinihuhta et al., 2022). Transformational leaders enhance organizational outcomes through the cultivation of trust, motivation, a sense of belonging, and collaboration. Transformational leadership in nursing is linked to high-performing teams and enhanced patient care, however it is seldom regarded as a teachable set of competencies. Additionally, further investigation is necessary to enhance empirical referents; this can be achieved by refining the operational definition, minimizing ambiguity in essential constructs, and examining the specific mechanisms through which transformational leadership affects healthcare outcomes to substantiate subscale measures (Ystaas et al., 2023). In contrast Laissez-faire leadership consistently leads to job dissatisfaction and burnout. The absence of nurse oversight and assistance played a role in this situation. (Aboshaiqah, Hamdan-Mansour, Sherrod, Alkhaibary, & Alkhaibary, 2014) The influence of leadership styles on the work experiences of nurses in Saudi Arabia is significant, as demonstrated by our findings. Supportive environments are essential for promoting the mental well-being of nurses. Establishing these conditions renders transformational leadership advantageous.

5. Conclusion

Effective leadership is what determines good working circumstances, nurse well-being, and low turnover rates. The performance of nurse leaders affects both nurse workforce results and patient outcomes. In complicated healthcare companies, executives must apply several leadership approaches in diverse contexts. Leaders must own their ways of leading, assess their performance, consider workplace mediating factors influencing employee well-being, and always advance their competency and surroundings. superiors really help this. Leaders should be aware of their own style and apply relationship-oriented, supporting strategies instead of negative ones. Training in leadership style is necessary for them in several contexts. Every level of an organization must receive thorough, evidence-based instruction. It should also enable a thorough awareness of the occurrences.

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