

Effectiveness of Transformational Leadership to Improve Work Environment and Nurses' Job Satisfaction :A Systematic Review

Alrashidi Nasser Ayidh M

Faculty of Nursing

*Corresponding author: Alrashidi Nasser Ayidh M, Faculty of Nursing.

Submitted: 30 May 2025 Accepted: 06 June 2025 Published: 13 June 2025

doi <https://doi.org/10.63620/MKJCRAM.2025.1016>

Citation: Alrashidi, N. A. M., (2025). Effectiveness of Transformational Leadership to Improve Work Environment and Nurses' Job Satisfaction :A Systematic Review. *J of Complement Res Altern Med*, 2(2), 01-04.

Abstract

Background: Transformational leadership has gained recognition in healthcare as a leadership style that enhances organizational performance, improves the work environment, and increases nurses' job satisfaction. This systematic review explores the extent to which transformational leadership impacts job satisfaction among nurses.

Methods: A systematic literature review was conducted using databases such as PubMed, MEDLINE, CINAHL, Web of Science, and Research4Life. Studies published in English between 2019 and 2024 were included. After removing duplicates and screening abstracts and full texts, five studies met the inclusion criteria. The quality of the selected studies was assessed using a cross-sectional study appraisal tool.

Results: All five included studies demonstrated a positive relationship between transformational leadership and nurses' job satisfaction. Studies conducted in Portugal, Turkey, Jordan, Saudi Arabia, and Pakistan consistently reported that transformational leadership practices by nurse managers improved the work environment, enhanced job satisfaction, and positively influenced the quality of patient care.

Conclusion: The findings indicate that transformational leadership significantly contributes to improved job satisfaction and work environments among nurses. Healthcare institutions are encouraged to adopt transformational leadership models to support nursing staff, improve retention, and enhance overall care delivery.

Keywords: Transformational Leadership, Nurses, Job Satisfaction, Work Environment, Healthcare Leadership, Systematic Review.

Introduction

The role of the nursing profession cannot be overemphasized as nurses play a critical role in healthcare service delivery and comprise the most numerous groups of healthcare workers [1]. Primarily, nurses provide indispensable care to patients and ensure that their physical, emotional and psychological needs are met. Beyond providing direct care to the patient, nurses also interact with family members or caregivers related to the patients under their care. They educate patients, caregivers and community members about lifestyles that facilitate recovery from illness and maintain healthy lifestyle behaviors [2].

In recent years, leadership style and job satisfaction have become important issues in the healthcare system. Leadership roles in healthcare organizations is very critical because leaders and leadership styles can greatly impact followers and affect how they execute their responsibilities towards achieving the objectives of the organization and also influence job satisfaction [3]. Various nursing leadership styles have a direct or indirect impact on the nursing profession, and quality of patient care [4]. Every leadership style possesses a distinct approach and influence within the nursing profession. Among the most commonly adopted leadership styles in the healthcare sector are transfor-

mational, transactional, passive/avoidant, servant, situational, authentic, charismatic, and quantum leadership [5].

Transformational leadership has become one of the leadership styles believed to have a positive effect on nurses job satisfaction, work environment, and performance [6]. Transformational leadership is a leadership style where leaders inspire, motivate, and encourage followers to innovate and create change that will help grow and shape the future success of an organization. It emphasizes the importance of vision, inspiration, intellectual stimulation, and individual consideration to foster high levels of commitment and performance among followers [7].

The benefits of transformational leadership in nursing have been demonstrated by several studies conducted globally. Studies conducted in Saudi Arabia, the United States of America and Indonesia, among others, reported that transformational leadership style improved staff morale, work effectiveness, productivity and nurses' job satisfaction levels, and it was also shown to positively impact nurse retention, organizational commitment of nurses, quality of healthcare delivery and patient outcomes conducted the study entitled "Leadership styles of nurse managers and job satisfaction of staff nurses", and the study has shown that there was a significant relationship between the nurse managers' transformational leadership style and the staff nurses' level of job satisfaction. Another study conducted in China reported a positive association between transformational leadership and challenge stressors and thriving at work which also results in improved performance [8-10].

Given all of the above, it is highly recommended that healthcare organizations, especially the nursing department, embrace the

transformational leadership style to facilitate the evolution and improvement of quality care [11].

Research Question

To what extent does the transformational leadership style influence the job satisfaction of nurses?

Methods

A systematic literature review approach was used. Comprehensive literature searches were conducted in PubMed, MEDLINE, CINAHL, Web of Science, and Research4Life. The main search terms used in the databases were "Transformational leadership and nurses, and job satisfaction". All English articles published between 2019 and 2024 reporting the effectiveness of transformational leadership on work environment and nurses' job satisfaction were eligible for inclusion.

All search results from the database were transferred to the Mendeley reference management software. Utilizing this software, duplicate entries were removed. Subsequently, a two-phase selection process was conducted. In the first phase, the titles and abstracts of all articles discussing the influence of transformational leadership on nurses' job satisfaction were reviewed. In the second phase, full-text articles were screened to assess their eligibility. Ultimately, articles deemed fully eligible were chosen for further analysis (Figure 1).

Quality Assessment

The methodological quality of the papers was evaluated using Cross Sectional Study Critical Appraisal tool (Appendix A).

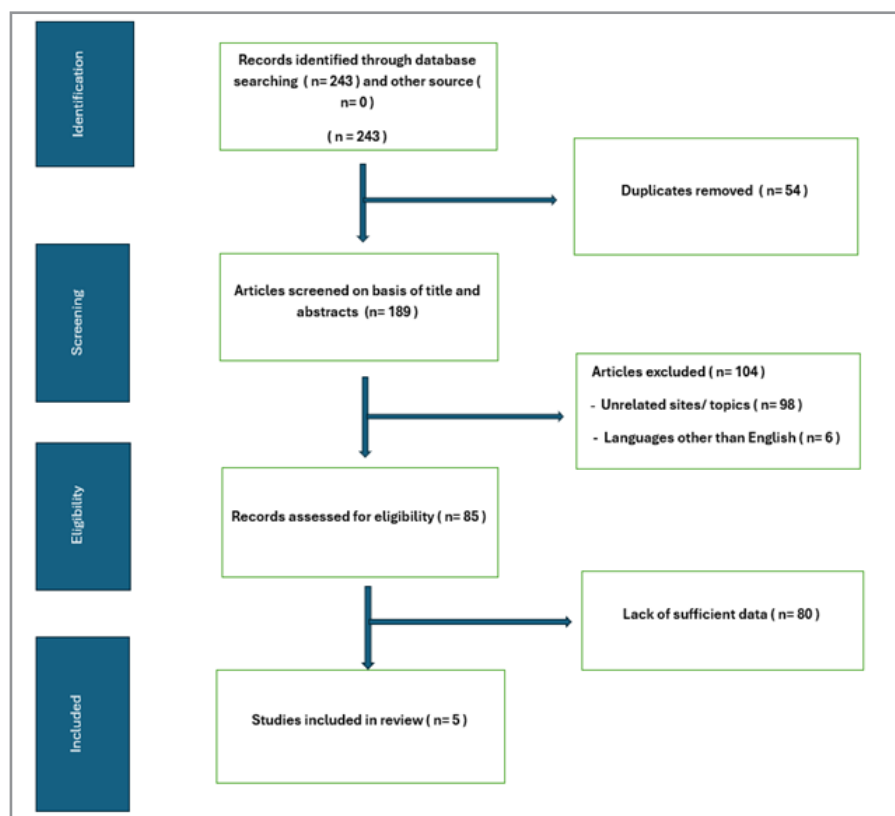


Figure 1: A Prisma Diagram Showing the Article Selection Process

Results

The literature search generated 243 articles, and 5 full studies met the inclusion criteria for the review (Figure 1). These studies were conducted in Portugal (n=1), Turkey (n=1), Jordan (n=1), Saudi Arabia (n=1), Pakistan (n=1). These studies were conduct-

ed in healthcare settings, with a total of 1285 nurses and they reported the positive influence of transformational leadership on nurses' job satisfaction, work environment and the quality of care provided by nurses (Table 1).

Table 1.

Databases	Author (Year),Country	Study Design	Findings
PubMed	(Quesado et al., 2022), Portugal [12]	Cross sectional	There was a significant correlation indicating a strong positive relationship between transformational leadership and nurses' satisfaction .
MEDLINE	(Sahan & Terzioglu, 2022), Turkey [13]	Cross sectional	The transformational leadership practices implemented by nurse managers contributed to the overall organizational commitment and job satisfaction among staff nurses
CINAHL	(Othman & Khrais, 2022), Jordan [14]	Cross sectional	A significant and positive correlation was observed between transformational leadership and nurses job satisfaction
Web of Science	(Albagawi, 2019), Saudi Arabia [15]	Cross sectional	The staff nurses' level of job satisfaction increased while nurse managers demonstrated transformational leadership.
Research - 4Life	(Asif et al., 2019), Pakistan [16]	Cross sectional	Transformational leadership is a crucial to improve quality of care, nurses' job satisfaction

Discussion

The author aimed to evaluate the influence of a transformational leadership style on the job satisfaction of nurses. Five articles illustrated the connection between transformational leadership and nurses' job satisfaction within healthcare environments. This review revealed that all the studies affirmed a positive correlation between transformational leadership and nurses' job satisfaction. Additionally, the studies indicated that adopting a transformational leadership style could improve nurses' intentions to remain in their positions, as well as enhance the quality of care and patient outcomes. Transformational nurse leaders possess the ability to identify and anticipate the needs of their nursing staff by fostering strong relationships and actively working to address those needs. This approach promotes a sense of empowerment and autonomy among nurses, which can ultimately lead to increased job satisfaction.

Limitations

The search for literature was limited to articles published from 2019 to 2024. Additionally, studies published in languages other than English may not have been included. These limitations can affect the interpretation and reporting of findings.

Conclusion

The transformational leadership style significantly enhances job satisfaction among nurses. Consequently, it is advisable for healthcare organizations to adopt a transformational leadership style to improve the work environment and nurses' job satisfaction.

References

1. Albagawi, B. (2019). Leadership styles of nurse managers and job satisfaction of staff nurses. *Journal of Nursing and Health Science*, 8(1), 36–43. <https://doi.org/10.9790/1959-0801033643>
2. Alilyyani, B., Kerr, M. S., Wong, C., & Wazqar, D. Y. (2022). An integrative review of nursing leadership in Saudi Arabia. *Journal of Nursing Management*, 30(2), 256–266. <https://doi.org/10.1111/jonm.13470>
3. Alsayed, S. A., Abou Hashish, E. A., & Alshammari, F. (2022). Occupational fatigue and associated factors among Saudi nurses working 8-hour shifts at public hospitals. *International Journal of Environmental Research and Public Health*, 19(6), 3657. <https://doi.org/10.3390/ijerph19063657>
4. Asif, M., Jameel, A., Hussain, A., Hwang, J., & Sahito, N. (2019). Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: Assessing the role of job satisfaction and structural empowerment. *International Journal of Environmental Research and Public Health*, 16(13), 2381. <https://doi.org/10.3390/ijerph16132381>
5. Carrara, G. L. R., Bernardes, A., Balsanelli, A. P., Camelo, S. H. H., Gabriel, C. S., & Zanetti, A. C. B. (2017). Use of instruments to evaluate leadership in nursing and health services. *Revista Brasileira de Enfermagem*, 70(6), 1303–1310. <https://doi.org/10.1590/0034-7167-2016-0426>
6. Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing. *Psychology Research and Behavior Management*, 13, 535–546. <https://doi.org/10.2147/PRBM.S257241>
7. Kiwanuka, F., Nanyonga, R. C., Sak Dankosky, N., Muwanguzi, P. A., & Kvist, T. (2021). Nursing leadership styles and their impact on intensive care unit quality measures: An integrative review. *Journal of Nursing Management*, 29(5), 779–790. <https://doi.org/10.1111/jonm.13224>
8. Lin, C. P., Xian, J., Li, B., & Huang, H. (2020). Transformational leadership and employees' thriving at work: The mediating roles of challenge-hindrance stressors. *Frontiers in Psychology*, 11, 1404. <https://doi.org/10.3389/fpsyg.2020.01404>

9. Lorber, M., & Skela Savič, B. (2012). Job satisfaction of nurses and identifying factors of job satisfaction in Slovenian hospitals. *Croatian Medical Journal*, 53(3), 263–270. <https://doi.org/10.3325/cmj.2012.53.263>
10. Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
11. Othman, T., & Khrais, H. (2022). The relationship between transformational leadership, job satisfaction, and organizational commitment in Jordanian nurses. *Nursing Reports*, 12(3), 581–591. <https://doi.org/10.3390/nursrep12030056>
12. Quesado, A. J., Estanqueiro, M., Barnabé Melo, M., & Oliveira, I. D. J. (2022). Transformational leadership and nurses' satisfaction with their team: A cross-sectional study. *Healthcare*, 10(11), 2246. <https://doi.org/10.3390/healthcare10112246>
13. Sahan, F., & Terzioglu, F. (2022). Transformational leadership practices of nurse managers: The effects on the organizational commitment and job satisfaction of staff nurses. *Nursing Forum*, 57(5), 728–735. <https://doi.org/10.1111/nuf.12755>
14. Sfantou, D. F., Laliotis, A., Patelarou, A. E., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017). Importance of leadership style towards quality of care measures in health-care settings: A systematic review. *Healthcare*, 5(4), 73. <https://doi.org/10.3390/healthcare5040073>
15. Suratno, K., Ariyanti, S., & Kadar, K. S. (2018). The relationship between transformational leadership and quality of nursing work life. *Malaysian Journal of Medical Research*, 2(4), 20–25. <https://doi.org/10.31674/mjmr.2018.v02i04.005>
16. Tomaszewska, K., Kowalczyk, K., Majchrowicz, B., Kłos, A., & Kalita, K. (2024). Areas of professional life and job satisfaction of nurses. *International Journal of Environmental Research and Public Health*, 21(1), 123. <https://doi.org/10.3390/ijerph21010123>

Appendix A. Cross Sectional Study Critical Appraisal Tool.

	Question	Yes	No	Don't know /comment
Introduction				
1	Were the aims/objectives of the study clear?			
Methods				
2	Was the study design appropriate for the stated aim(s)?			
3	Was the sample size justified?			
4	Was the target/reference population clearly defined ? (Is it clear who the research was about?)			
5	Was the sample frame taken from an appropriate population base so that it closely represented the target/reference population under investigation?			
6	Was the selection process likely to select subjects/participants that were representative of the target/reference population under investigation?			
7	Were measures undertaken to address and categories non-responders?			
8	Were the variables measured appropriate to the aims of the study?			
9	Is it clear what was used to determine statistical significance and/or precision estimates?			
10	Were the methods (including statistical methods sufficiently described to enable them to be repeated?			
Results				
11	Were the basic data adequately described?			
12	Dose the response rate raise concerns about non-response bias?			
13	If appropriate, was information about non-responders described?			
14	Were the results internally consistent?			
15	Were the results presented for all the analyses described in the methods?			
Discussion				
16	Were the authors' discussions and conclusions justified by the results?			
17	Were the limitations of the study discussed?			
Other				
18	Were there any funding sources or conflicts of interest that may affect the authors' interpretations of the results?			
19	Was ethical approval or consent of the participants attained?			