
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE TO NURSE JOB SATISFACTION AND PERFORMANCE IN HOSPITAL

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ABSTRACT

The complexity of today's healthcare system challenges hospitals to provide safe, patient-oriented, and cost-effective services. Leadership style in an organization is one factor that plays an essential role in increasing or slowing down the interest and commitment of individuals in the organization. The transformational leadership style emphasizes moral principles, cooperation, and community together united in the privilege of human ethics. Job satisfaction of nurses is expected to improve their performance to create full service to patients. This literature review aims to determine the effect of transformational leadership style on job satisfaction and performance of hospital nurses. The method in this study is a literature review by searching for articles through the Ebscohost, Science direct, and Proquest electronic databases published from 2016-2021 and meeting the inclusion criteria. The review process uses the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. Results: The results of this review obtained nine articles showing that the transformational leadership style has a positive influence on job satisfaction. Five reports show that leadership positively affects nurse performance in hospitals. Transformational leadership style influences job satisfaction and nurse performance in hospitals. Transformational leadership has more influence on nurse performance than transactional leadership in public hospitals. Nurses' job satisfaction is influenced by opportunity, structural empowerment, job attachment, work environment, and stress. At the same time, nurse performance is influenced by organizational commitment, employee empowerment, workload, motivation, stress, psychological safety, work attachment, and work environment.

Keywords: Transformational Leadership Style, Performance, Job Satisfaction, Nurses, Hospital.

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INTRODUCTION

The complexity of today's healthcare system challenges hospitals to provide safe, patient-oriented, and cost-effective services (DiNapoli et al., 2016). The competence and leadership of hospital managers determine the progress and future of the hospital. In this case, the leader of a health facility such as a hospital should have an appropriate leadership system and style. Hospitals should be defined as organizations with a new leadership framework for decentralization and improvement, and should seek greater integration of various doctors and managers into patient care and the public health system (Aini, 2018).

Leadership style in an organization is one of the factors that play an important role in increasing or slowing down the interest and commitment of individuals in the organization. Transactional and transformational leadership style theories are the most widely recognized

leadership theories. The transactional leadership style looks based on the transaction between the leader and his followers. According to the transactional leadership style, human relationships are nothing but a chain of transactions (Kuantan, 2015).

In contrast to the transactional leadership style, the transformational leadership style emphasizes moral principles, cooperation, and community together united in human ethical privilege. As defined by Bass, the goal of transformational leaders is to empower their followers and encourage them to 'do more than they were originally expected to do (Brahim et al., 2015).

Job satisfaction is defined as a positive emotional orientation towards employees' work. A study showed that nurses who viewed their work environment as reinforcing or empowering had better performance improvement. As a result, patient satisfaction also increased, resulting in a higher quality of care, better patient outcomes, and more connectedness (DiNapoli et al., 2016).

This literature review aims to determine the effect of transformational leadership style on job satisfaction and performance of hospital nurses. Several spesific aims are to know the difference between transformational leadership style and transactional leadership style, the advantages and disadvantages of transformational leadership style, and the factors that affect job satisfaction and nurse performance.

The results of this study hopefully can be used as meaningful input for hospital management about transformational leadership style, job satisfaction and nurse performance, as reference material for further research, and enrich the study of hospital management, especially those related to transformational leadership style, job satisfaction and performance.

METHOD

The researcher searched for articles on leadership styles on job satisfaction and nurse performance through electronic databases, namely Ebscohost, Proquest, and Sciencedirect. The article search used a combination of keywords "Nurse," "Transformational Leadership," "Job Satisfaction," "Hospital," and "Performance." Inclusion criteria included articles discussing nurse transformational leadership style on job satisfaction or nurse performance in English, published in the last ten years (2011-2021), respondents are nurses in hospitals, and using a quantitative design. Systematic review or review articles and not available for full access were not included in this review.

Article selection using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol guidelines. After searching for articles through the database, 1047 articles were obtained. Researchers selected through titles and abstracts and obtained 26 articles that were reviewed as a whole. From this process, 20 articles were included in the review.

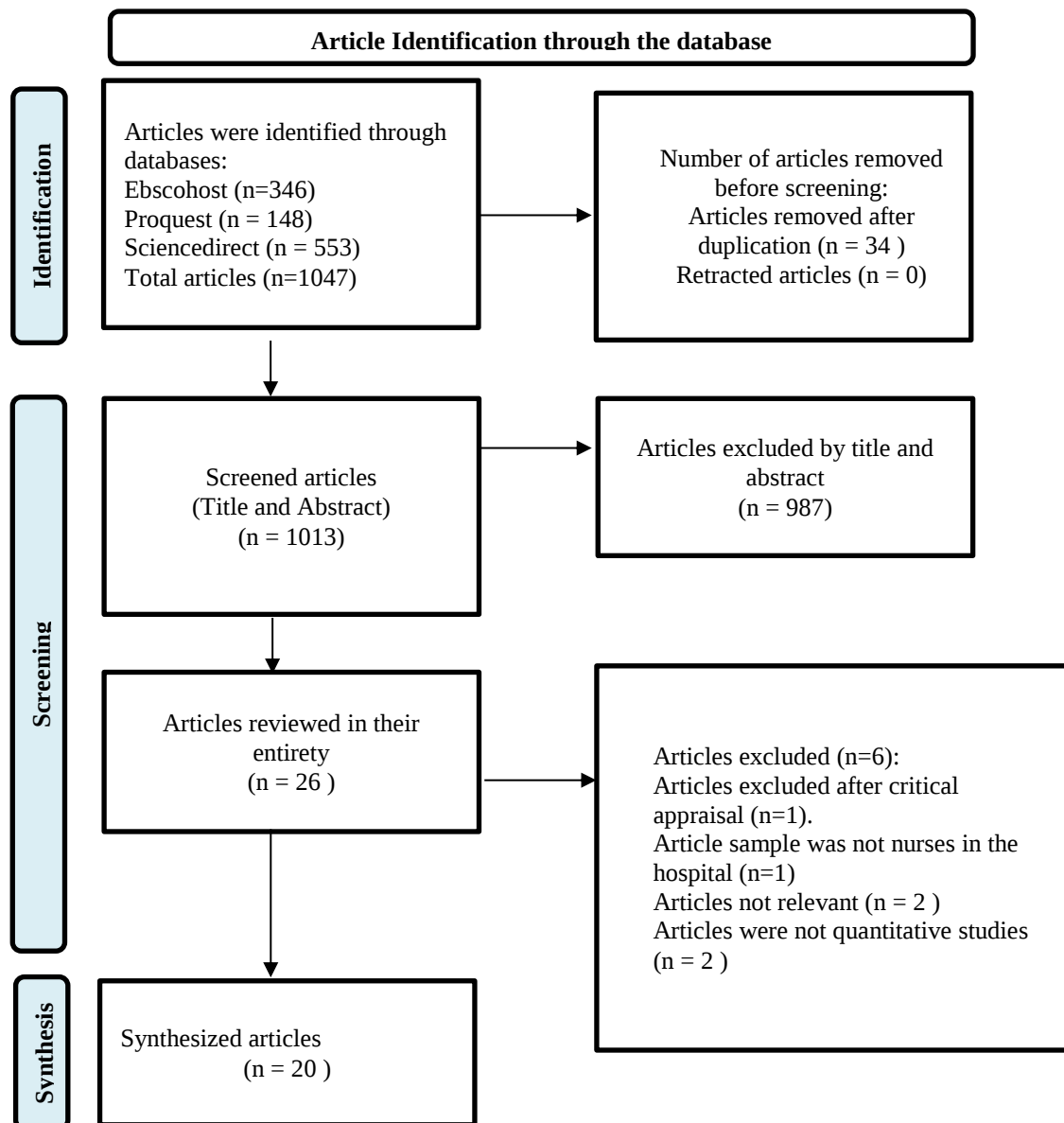


Figure 1. PRISMA diagram

After the article selection process, the articles obtained were synthesized with the format: researcher, year, journal of publication, location, research objectives, research design, sample, and results.

RESULTS AND DISCUSSION

Based on the article search results, 20 kinds of literature met the inclusion criteria. All articles were quantitative studies with a horizontal approach. The research was published from 2016 to 2021. The research data obtained are studies conducted in various countries. Two studies were conducted in Malaysia, two studies in Africa, Taiwan, Saudi Arabia, and Indonesia, and other papers

were studies from Pakistan, China, Nigeria, Jordan, Brazil, Slovakia, Finland, Palestine, New York, and Kuwait. Looking at the 20 peer-reviewed articles above, 16 articles were sampled from multiple hospitals, three pieces sampled from 1 hospital, and 1 article tested at a conference. Of the 20 articles reviewed, 15 were about nurses, three were about nurses and their managers, and two were about health workers (nurses, doctors, pharmacists).

Table 1. Review results related to the Effect of Transformational Leadership Style on Job Satisfaction and Hospital Nurse Performance

No	Author(s)/ year/ journal	Study Purposes	Design/ Sample	Analysis	Outcome
1	(Asif et al., 2019) International Journal of Environmental Research and Public Health, Pakistan	The main objective of this study is to explore the influence of TL (transformational leadership) on nurses' assessment of APO (adverse patient outcomes) and QOC (quality of care) through the mediating effects of SE (structural empowerment) and JS (job satisfaction).	Cross-sectional data, random sampling technique 17 government hospitals 386 female nurses	structural equation modeling (SEM)	Transformational Leadership to Job Satisfaction is significantly positive ($r = 0.43$ and $p < 0.01$)
2	(Asiri et al., 2016) BMC Nursing, Saudi Arabia	This study intends to measure the effects of nurses' overall perceptions of their manager's leadership style, and psychological empowerment on their organizational commitment. psychological empowerment on their organizational commitment.	cross-sectional survey 350 randomly selected nurses at King Abdulaziz Medical City Hospital quantitative, descriptive design and stratified sampling Participants comprised unit managers ($n = 49$) from five hospitals in a group of private hospitals in South Africa	The SPSS version 19 program was used to perform descriptive and inferential statistics including correlation and stepwise multiple regression analysis.	Overall most nurses perceived their direct care managers as not demonstrating the ideal level of transformational leadership behavior (TFL).

3	(Breed et al., 2020) Curationis, South Africa	The purpose of this study was to determine the factors that influence the motivation of nurse leaders. of nurse leaders.	<i>quantitative, descriptive design and stratified sampling</i> Participants comprised unit managers (n = 49) from five hospitals in a group of private hospitals in South Africa	IBM SPSS 22.0 program	The results showed that the nurse leaders in this study were intrinsically motivated. Their motivation was influenced by support, relatedness, autonomy and competence.
4	(Chairina et al., 2019) Problems and Perspectives in Management, Indonesia	This study analyzes the effect of transformational leadership on nurse performance using the intervention variables of social competence, self-efficacy, and burnout.	<i>explanatory research</i> Population of 160 nurses from five private hospitals in the East Java Region of Indonesia	<i>descriptive statistics</i> dan PLS (partial least square)	The results of this study prove that transformational leadership has no significant effect on nurses' performance, however, it affects significantly on social competence, self-efficacy, and has a significant negative effect on burnout.
5	(Choi et al., 2016) Human Resources for Health, Malaysia	This study investigates the causal relationships among perceived transformational leadership, empowerment, and job satisfaction among nurses and medical assistants in two selected large private and public hospitals in Malaysia. The study also explored the mediating influence of empowerment between transformational leadership and job satisfaction.	This study used a survey to collect data from 200 nursing staff	<i>Partial least squares-structural equation modeling (PLS-SEM)</i>	This analysis shows that empowerment mediates the effect of transformational leadership on job satisfaction in nursing staff.
6	(Wang et al., 2021) Social Behavior and Personality, Taiwan	This study examines the interrelationship between nurse	Personnel at six regional private teaching	Descriptive statistics	The results show that when intergroup

		managers' transformational leadership and nurses' job performance, and the key mediating role of psychological safety in this relationship.	hospitals in Central Taiwan participated in this study, consisting of 73 nurse managers and 719 nurses.	and related analysis	heterogeneity of job performance is statistically significant, a positive correlation exists between transformational leadership and job performance at the group level.
7	(Ferreira et al., 2018) <i>Acta Paul Enferm, Brazil</i>	To analyze the implementation of transformational leadership in nurses' practice in university hospitals.	<i>Mixed-method explanatory sequential study</i> 152 nurses	<i>Statistical Package for the Social Sciences</i> (SPSS) 21.	In the quantitative phase, transformational leadership practices transformational leadership is often identified in university hospitals.
8	(Pan et al., 2017) <i>International Journal of Nursing Sciences, China</i>	This study aimed to investigate the environmental and individual factors that contribute to the psychological well-being of male nurses and to explore psychological mechanisms that may explain the link between nurses' practice environment and work engagement.	<i>descriptive cross-sectional quantitative design</i> A total of 161 male nurses from three tertiary first-class hospitals in Changsha City in China participated in this study	SPSS 17.0 dan AMOS 17.0	Nurse practice environment and psychological capital positively predicted nurses' job engagement; psychological capital fully mediated the effect of nurse practice environment on job performance.
9	(Mudallal et al., 2017) <i>International Journal of Africa Nursing Sciences, Jordan</i>	The aim of this study was to investigate the influence of nurse fatigue, general work, condition, nurse and patient characteristics on nursing quality.	Cross-sectional, correlational designs 270 registered nurses and 270 patients treated in 8 hospitals	Pearson Correlation Coefficient One way analysis of variance (ANOVA) <i>regression analysis</i>	The results of this study revealed that the quality of nursing care was negatively associated with nurses' experience; an increase in years of experience was associated with a decrease in the quality of nursing care performance level.
10	(Azimirad et al., 2021) <i>Nurse Education in Practice, Finland</i>	The objective was to assess both nurses' attitudes about in-service education, and	a comparative cross-sectional study between	Mann-Whitney-U dan Chi-square	Nurses' views on the education program were positive; however, low self-

		the impact of attending nurse management education and knowledge of deteriorating patients.	British and Finnish nurses 180 nurses		confidence, delays caused by hospital culture, and fear of criticism remained barriers to management of deteriorating patients.
11	(Olu-Abiodun & Abiodun, 2017) International Journal of Africa Nursing Sciences, Nigeria	This study assessed the perception of transformational leadership among nurses working in public hospitals in Nigeria.	<i>cross-sectional study</i> 176 nurses	Statistical package for Social Science (SPSS) version 21.	There is a statistically significant relationship between level of education and average leadership behavior perception score ($p = 0.017$). Transformational leadership style is perceived by general hospital nurses to be used by Nurse Leaders.
12	(ALFadhlah & Elamir, 2021) Journal of Healthcare Leadership, Kuwait	To investigate organizational culture, assess quality of care, and measure their relationship with transformational/transsactional leadership styles in six hospitals.	<i>cross-sectional dan retrospective quantitative approaches</i> The study population consisted of 9863 individuals representing Doctor, nurse, and pharmacist professions.	SPSS 23.0 (<i>chi-squared tests, Pearson's correlation</i>)	Transformational leadership style has a positive effect on the quality of care provided by the organization
13	(Asamani et al., 2016) Journal of Health Sciences, Ghana, Africa	This study investigates the leadership style of nurse managers and how it affects nursing staff's job satisfaction and intention to stay in their current workplace.	cross-sectional survey design 591 nurses 21 midwives	Descriptive and regression analysis	Nurse managers use different leadership styles depending on the situation, but are more inclined towards supportive (transformational) leadership style, followed by achievement-oriented leadership style and participative leadership style.

14	(Alsaqqa & Akyürek, 2021) BMC Health Services Research, Palestina	This paper describes staff perceptions of the types of hospital organizational culture and leadership styles of managers in the hospital and the relationship between hospital organizational culture and managers' leadership styles.	cross-sectional descriptive study 400 participants (doctors, nurses, paramedics and administrators)	Statistical Package for Social Sciences (SPSS) version 22	Studies that address key concepts show a positive relationship as well as a positive impact as well as an impact between the two leadership styles and types of organizational culture, apart from the Laissez-faire style.
15	(DiNapoli et al., 2016) The Journal of Nursing Administration, New York	The purpose of this study was to describe the relationship between structural empowerment, psychological empowerment, and engagement among nurses.	descriptive correlation 280 nurses	<i>Pearson correlation coefficients and multiple regression analysis</i>	Overall, nurses had high perceptions of structural empowerment and psychological empowerment and were moderately engaged.
16	(Manesh et al., 2018) <i>International Journal of Management and Sustainability</i> , Malaysia	This paper investigates the influence of transformational leadership on contextual performance of nurses in Kuala Lumpur.	cross sectional study and research strategy using survey method	Pearson correlation	This shows a high positive correlation and indicates that there is a strong correlation between job performance and the four dimensions of transformational leadership namely Idealized Influence, Inspirational motivation, Intellectual Stimulation and Individual Consideration. The correlation coefficient is also statistically significant at the 0.01 level.
17.	(Jankelová & Joniaková, 2021) Healthcare MDPI, Slovakia	To examine the relationship between communication skills and transformational style of FLNM (First-Line Nurse Managers)	<i>descriptive study</i> 132 nurses and nurse managers in five university hospitals	IBM SPSS 24.0	These findings indicate the strong strong direct effects of FLNMs' communication skills and transformational

		management with nurses' job satisfaction.			leadership style on nurses' job satisfaction.
18.	(Almutairi, 2016) <i>International Journal of Business and Management</i> , Saudi Arabia	The purpose of this study is to examine the mediating effect of organizational commitment on the relationship between transformational leadership style and employee work performance.	<i>A descriptive and correlational research design</i> 227 nurses from 4 hospitals	Regression Analysis	These findings reveal that affective organizational commitment mediates the relationship between transformational leadership style and performance.
19.	(Lai et al., 2020) <i>SAGE Open</i> , Taiwan	This study proposes that transformational leaders use a variety of behaviors to provoke organizationally beneficial follower behaviors (e.g., better task performance and helping behavior) through igniting followers' work engagement..	multitemporal and multisource research design 507 nurses from 2 hospitals	<i>multilevel path analysis</i>	Hierarchical linear regression analysis showed that, after controlling for several relevant variables (e.g., leader-member exchange, role-based self-efficacy, and transactional leadership) and some participant demographic variables (e.g., gender, age, and education), work engagement still mediated the positive relationship between leaders and members.
20.	(Sari et al., 2021) <i>International Journal of Economics, Business and Accounting Research (IJEBAR)</i> , Indonesia	This study aims to determine and analyze the relationship between leadership style, workload, motivation and stress on nurse performance.	This study was conducted using associative quantitative research with a non-experimental research design. 45 Nurses in the central surgical installation of the Surakarta Orthopedic Hospital	Multiple Linear Regression	Results 1) leadership style affects employee performance, 2) workload affects employee performance, 3) motivation affects employee performance, and 4) stress affects employee performance at the 0.05 significance level.

1. Measure

All articles reviewed were quantitative research using questionnaires. To assess the effect of transformational leadership style on job satisfaction or nurse performance, there are 6 different questionnaires, namely A short measure of transformational leadership, Multifactor Leadership Questionnaire (MLQ), Path-Goal Leadership styles questionnaire, Transformational leadership behavior questionnaire, Transformational Leadership Scale Wu and Lin, 14-item transformational leadership scale. Assessment of job satisfaction from using the One global item Job Satisfaction questionnaire, Scales for the measurement of some work attitudes and aspects of psychological well-being, a three-item scale, the Work-related Basic Need Satisfaction Scale, the perceived nurse work environment scale. In addition, several questionnaires were also used for performance, namely a three-item scale and Motowidlo and Van Scotter's Job performance. All instruments used had Cronbach's Alpha values > 0.70 .

2. Discussion**a. Factors affecting job satisfaction**

Overall, the result documents analyzed transformational leadership and job satisfaction have a positive relationship. There are five articles on transformational leadership and job satisfaction of nurses in hospitals. These articles discuss several transformational leadership styles that affect job satisfaction.

The study by Asamani et al. was conducted in five hospitals in the eastern region of Ghana. Hospital A is a Government-owned secondary care hospital. Hospitals B and C were government-owned (primary care) hospitals, while hospitals D and E were large faith-based hospitals comparable to district hospitals. The health facilities were selected to represent primary and secondary care as well as Government and mission hospitals in the Eastern Region of Ghana. The five hospitals had 591 nurses and midwives (21) as the accessible population. The Pearson correlation analysis results showed a weak but significant negative correlation between directive leadership style and staff job satisfaction levels ($r = -0.263$, $P < 0.001$). Furthermore, the nurse manager's supportive or transformational leadership style was positively correlated with the level of staff job satisfaction ($r = 0.462$, $P < 0.001$). Similarly, the participative leadership style showed a positive and significant but moderate relationship with the level of staff job satisfaction ($r = 0.402$, $P < 0.001$). Achievement-oriented (transactional) leadership style was also positively correlated with staff job satisfaction level ($r = 0.399$, $P < 0.001$)⁵.

Based on Asif et al., transformational leadership has a positive effect on job satisfaction ($r = 0.43$)⁶. Transformational leadership significantly affects job satisfaction, with a correlation coefficient of 0.9447. While the results of Choi et al. showed that the positive effect of transformational leadership on job satisfaction remained significant ($p < 0.05$). Similarly, transformational leadership showed a positive effect on empowerment ($p < 0.01$), and empowerment, in turn, positively affected job satisfaction ($p < 0.01$). It is important to note that the relationship between transformational leadership and job satisfaction was significantly significant at steps 1 and 2 but with a difference of 0.185. This result suggests that the mediator (i.e. empowerment) may absorb some of the effects of the relationship between transformational leadership and job satisfaction.⁸

Leadership, especially transformational leadership, is associated with higher levels of job satisfaction. Transformational leaders engender job satisfaction and psychological well-being in employees. Nursing leaders demonstrate transformational leadership more frequently in the workplace and nurses exposed to this leadership style tend to have moderate to high levels of job satisfaction. Nurses with supervisors who adopt a transformational leadership style are less likely to experience job dissatisfaction than nurses with supervisors who use other styles⁹.

Table 2. Factors Affecting Nurses' Job Satisfaction

Influencing factors	Results	Source
Opportunity to feel part of the work-related decision-making process	+	(5),(10),(8)
Structural Empowerment	+	(6),(10),(8),(1)
Work engagement	+	(1),(14)
Work environment	+	(15),(16),(14)
Stress	+	(12)

+ = positive and significant effect

- = negative and significant effect

b. Factors that affect nurse performance

Overall, all analyses of the literature on leadership and performance found that leadership has a positive influence on nurse performance. Only one stated no significance of transformational leadership style on performance. Eight studies addressed leadership and nurse performance.

In Asiri et al.'s study, nurse performance was significantly positively correlated with TAL (Transformational Leadership) (Pearson Correlation = 0.124, p-value = 0.028). In addition to correlation and descriptive analysis, we measured the effects of nurses' perceptions of nurses' perceptions of leadership style and psychological empowerment on nurses' commitment and demographic factors¹⁰.

Meanwhile, according to Chairina et al., showed that transformational leadership has a significant positive effect on SC (social competence), that transformational leadership has a significant positive effect on SE (self-efficacy), that transformational leadership has a significant negative effect on burnout, that transformational leadership has no significant positive effect on nurse performance, that SC has a significant positive effect on nurse performance, that SE has a significant positive effect on SC, that SE has a significant negative effect on burnout, that SE has a significant positive effect on nurse performance, and that burnout has a significant negative effect on nurse performance¹¹.

Thamrin (2012) and Shahhosseini et al. (2012) in Chairina et al., explained that transformational leadership affects performance. However, it is different with leadership in private hospitals in East Java. From the results of interviews with the results of interviews with these nurses, the leadership style improves performance, but the implementation of the

leadership model is not optimally implemented. This theory also explains another dimension of transformational leadership: inspirational motivation. This theory explains how a leader communicates a vision, uses symbols to focus employees, and models appropriate behavior (Miller, 1996). A hospital in East Java The hospital in East Java has a vision of "becoming the community's preferred hospital that prioritizes quality improvement and patient safety". This motivates nurses quite well. However, in East Java, leaders treated all nurses at the same level of competence without considering on-the-job training. Instead, the hospital employs nurses as optimally as possible¹¹.

Sari & Titisari's research results where the sig. value of leadership style is $0.00 < 0.005$, meaning that leadership style affects employee performance with a significance of 0.05. A leader is expected to be able to change the character of his appropriate leadership style as a strategy in dealing with problems¹².

In Lai et al. hypothesis, postulated that work engagement mediates the relationship between transformational leadership and performance. The results showed that the relationship between transformational leadership and task performance between transformational leadership and task performance was not significant (unstandardized $b = .12$, $SE = .08$; ns), but work engagement was significantly related to performance. (unstandardized $b = .23$, $SE = .07$; $p < .001$). Thus, the above hypothesis is supported¹³.

Table 3. Factors that affect nurse performance

Influencing factors	Results	Source
Organizational commitment	+	(17),(16)
Employee empowerment	+	(10),(8)
Workload	+	(12),(16)
Motivation	+	(12),(18),(19)
Stress	+	(12)
Psychological safety	+	(20)
Work engagement	+	(13),(14)
Work environment	+	(21),(19),(16),(14)

+ = positive and significant effect

- = negative and significant effect

This literature review also has limitations. The sources of articles obtained are still very limited to discuss the influence of transformational leadership style. And in this review, all of them used a quantitative research design with a cross-sectional approach. This does not provide insight into long-term effectiveness. However, the purpose of this review is to determine the influence of transformational leadership style on nurses' job satisfaction and performance. Cross-sectional studies help explain the influence between these variables. This review also failed to adequately describe the relationships between studies. For this reason, further studies can be conducted with systematic reviews and meta-analyses to understand and combine quantitative data from these different studies.

CONCLUSION

Transformational leadership style influences job satisfaction and nurse performance in hospitals. Transformational leadership style has more influence on nurse performance than transactional leadership in public hospitals. Nurses' job satisfaction is influenced by opportunity, structural empowerment, job attachment, work environment, and stress. Nurse performance is influenced by organizational commitment, employee empowerment, workload, motivation, stress, psychological safety, work attachment, and work environment. Hospitals can develop a training program to build nurse leadership competencies that affect nurse satisfaction and performance to improve health services.

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