

Review

## Leadership In Nursing: Styles, Challenges, And Barriers – A Literature Review



Ni Putu Kamaryati<sup>1</sup>, I Gede Putu Darma Suyasa<sup>1\*</sup>, Ni Luh Putu Dina Susanti<sup>1</sup>, Ni Putu Aries Susanti<sup>1</sup>, Ni Made Ratih Comala Dewi<sup>1</sup>, & I Made Yudi Wahyu<sup>1</sup>

<sup>1</sup>Faculty of Health, Institute of Technology and Health Bali, Indonesia

Article Info	Abstract
Article history: Received: 31 May 2024 Accepted: 24 September 2024	<i>Introduction:</i> Leadership is a crucial component of nursing management, where leadership style plays a significant role in its effective implementation. Challenges and barriers in leadership execution are essential aspects that need attention. Leadership is about the ability of an individual to influence the behavior of others towards a goal. This literature review aimed to identify effective leadership styles, as ideal leadership is a key aspiration for every organization.
Keywords: leadership, nursing care, professionalism, workplace	<i>Methods:</i> This study was a literature review using the PICO framework to formulate article questions. The search for articles was conducted via PubMed, Google Scholar, ScienceDirect, and Wiley using the keywords "leadership in nursing" AND "challenges" AND "barriers." A total of 15 articles were selected based on inclusion criteria. <i>Results:</i> Several leadership styles are evident in nursing, with transformational leadership being regarded as the most effective. In practice, the primary challenge faced is communication, while the major obstacles include issues related to workplace culture and professionalism. <i>Conclusion:</i> Leaders with strong leadership skills positively impact nursing care management, inspiring and motivating staff while enhancing the quality of services.

\*Corresponding Author:

e-mail: [putudarma.stikesbali@gmail.com](mailto:putudarma.stikesbali@gmail.com)



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## **INTRODUCTION**

Leadership is essential in enhancing team productivity and ensuring quality nursing services by optimizing the efficiency of nurses' work [1],[2]. Leadership is critical within healthcare organizations, including nursing, as it involves working in groups to provide safe patient care [3]. Various leadership styles are applied in nursing management, and while leadership itself is important, the style of leadership has a greater impact [4],[5],[6]. Some leadership styles are more leader-centered, while others promote collaboration. These styles evolve in response to the growing complexity of healthcare work, changes in work environments, and the need for multidisciplinary collaboration [7]. Each style has its advantages and disadvantages depending on the management goals of the nursing organization. Challenges in leadership implementation include unclear roles and responsibilities, mismatched perceptions of leadership between supervisors and subordinates [8],[9] and the need for subordinate support in certain styles like transformational leadership [10]. Leadership styles such as transformational, transactional, laissez-faire, and autocratic are commonly seen [11],[7]. A successful leader should strive to create a positive work environment, balancing job demands and resources, which can improve patient safety [12],[13]. Thus, leadership styles are integral to nursing management.

Nursing leadership strongly affects healthcare outcomes, such as patient satisfaction and nurse well-being [14].

Research showed a link between leadership style and employee engagement [15] [16] [17]. Transformational leadership, which focuses on quality care, improves engagement, while autocratic leadership can have negative effects [12]. Patient perceptions of healthcare quality are also influenced by leadership styles [18]. Transformational leadership is especially significant in nursing management, education, and patient care [19].

However, nurse managers often face difficulties understanding their leadership roles, even when leadership development programs are available. Key challenges include communicating the organization's vision and motivating the team [8]. Given these challenges, nursing leaders must foster teamwork and adapt their leadership style to meet professional demands. Effective communication, role understanding, and managing work pressures are critical elements [9].

This paper explored leadership styles in nursing, their functions, benefits, and the challenges that nurse leaders face in implementing them.

## **METHODS**

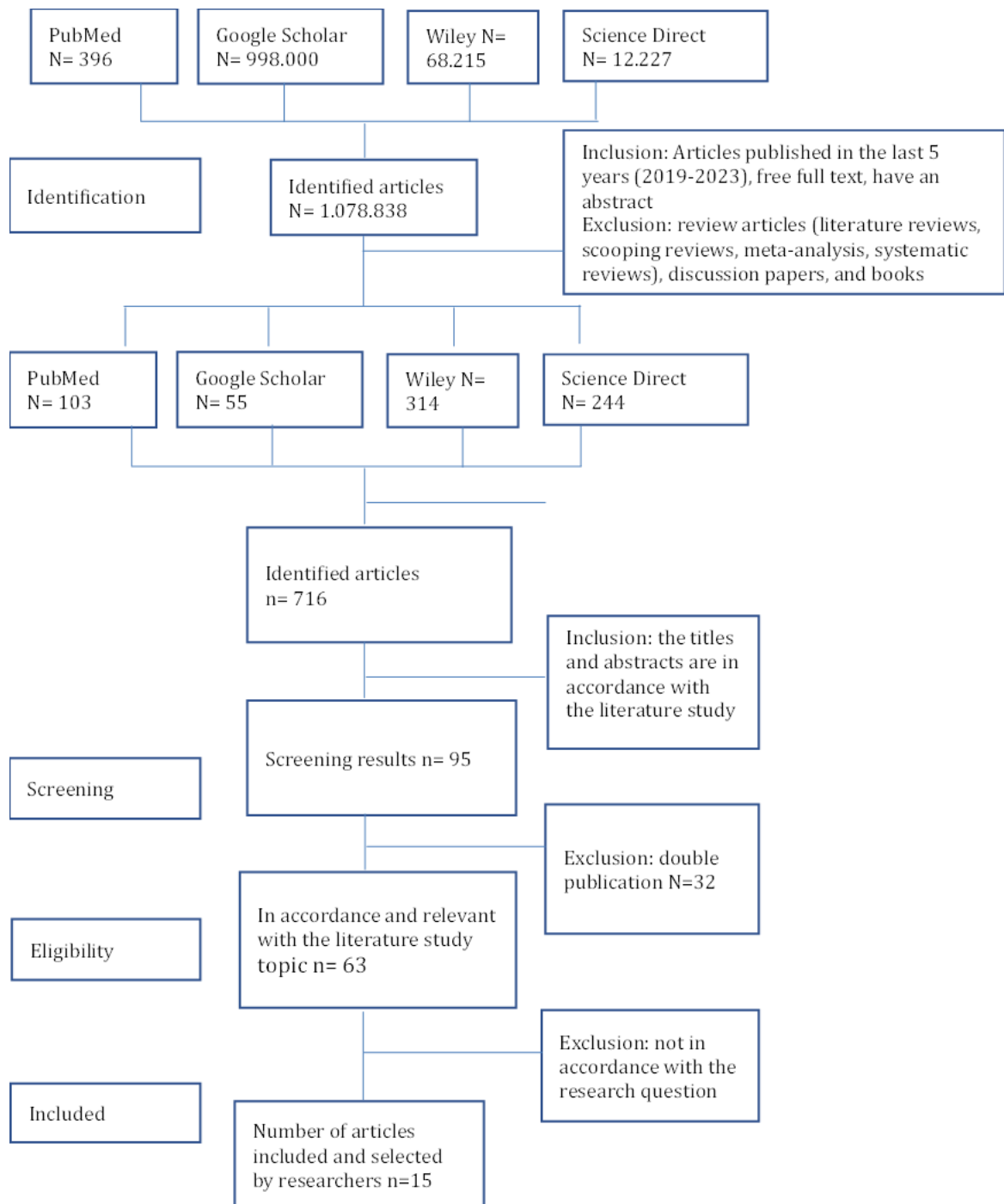
This study used a literature review methodology. The data collection process began with a thorough review of relevant academic sources, followed by reading, note-taking, and analysis. Published journals discussing nursing leadership, particularly leadership styles and challenges, served as the data sources [20].

The PICO framework (Population, Intervention, Comparison, Outcomes) was used to generate the research questions. The components of the PICO framework were: P (Population): nurses, I (Intervention): applicable, C (Comparison): not applicable, and O (Outcomes): leadership styles, challenges, and barriers in nursing. The literature search was conducted between May 3 and May 10, 2024. The data used in this study were secondary, derived from previous research rather than direct observation. Secondary data were collected from international publications on predefined topics. The search was conducted in four English-language databases: PubMed, Google Scholar, ScienceDirect, and Wiley.

The inclusion criteria for the literature search were as follows: (1) articles that discuss leadership styles in nursing, (2) articles that address challenges and barriers in nursing leadership styles, (3) articles published within the last 5 years (2019–2023), (4) articles available in full-text for free, and (5) articles with an abstract. Exclusion criteria included literature reviews, meta-analyses, systematic reviews, discussion papers, and books. The keywords used were "leadership in nursing" AND "challenges" AND "barriers."

Four data sources were used during the identification phase of the article search process. Initially, 396 articles were found in PubMed, 998,000 in Google Scholar, 68,215 in Wiley, and 12,227 in ScienceDirect. The next step was the screening phase, during which the previously established inclusion and exclusion criteria were applied. After this screening, 314 articles from Wiley, 244 from ScienceDirect, 55 from Google Scholar, and 103 from PubMed were selected, resulting in a total of 716 articles.

Next, a full-text examination of the articles was conducted, followed by an assessment of their eligibility based on the titles. Articles with titles that did not meet the criteria were excluded. The abstract content was then carefully evaluated, and only 95 articles met the criteria. The remaining 621 articles were excluded because they did not align with the study's objectives or address nursing leadership styles and their challenges. Among the 95 articles, 32 duplicates were removed, leaving 63 articles for further analysis. The final step involved selecting the most relevant articles for the literature review, ultimately resulting in 15 articles that met all the criteria and were deemed suitable for inclusion. The article selection process is illustrated in a flow diagram (Fig. 1).



**Fig. 1.** Article Search Process

## FINDINGS

Fifteen articles meet the inclusion criteria (Fig. 1) of the leadership styles, challenges, and barriers. In general, the current research utilizes cross-sectional and qualitative study designs. The number of participants ranged

from 7 to 390 participants. Overall, the studies discuss the leadership styles in nursing and the challenges and obstacles found in nursing leadership. Most of the studies were conducted in Western countries. The analysis identified four primary leadership styles in nursing: transformational, transactional,

traditional, and shared leadership. Communication emerged as the most significant challenge in leadership. Additionally, four key barriers to effective leadership were identified. A comprehensive

summary of these findings is provided in Table 1 below.

**Table 1.** Summary of the Study

<b>Author, Year and Title</b>	<b>Purpose, Design, Sample/Participant, Analysis</b>	<b>Result and Conclusion</b>
Poels et al., 2020 [21]  Leadership Styles and Leadership Outcomes in Nursing Homes: A Cross- Sectional Analysis	<p><b>Purpose:</b> to investigate, using clearly defined leadership concepts, the leadership styles and outcomes of directors of nursing (DoN) and head nurses in nursing homes.</p> <p><b>Design:</b> A multicenter cross-sectional analysis of the baseline data from a continuing cohort study was carried out.</p> <p><b>Sample:</b> convenience sample of nursing home staff (n = 302)</p> <p><b>Analysis:</b> The Multifactor Leadership Questionnaire 5X (MLQ-5X) rater form was used to assess the leadership styles and outcomes of head nurses and the Department of Nursing. The MLQ-5X captures transformational (relationship- and change-focused), transactional (task-focused), and passive-avoidant (lack of leadership) styles based on the Full Range of Leadership Model. Two-sided one-sample t-tests were used to compare the leadership styles and outcomes scores of head nurses and the Department of Nursing with European Reference Scores (ERS).</p>	<p><b>Result:</b> Head nurses and DoN scored significantly higher (<math>p &lt; 0.001</math>) on passive-avoidant leadership styles and significantly lower (<math>p &lt; 0.001</math>) on transformational and transactional leadership styles compared to the ERS. All leadership outcomes for head nurses were significantly lower (<math>p &lt; 0.001</math>), with similar, though not statistically significant, findings for DoN.</p> <p><b>Conclusion:</b> The study highlights the prevalence of passive-avoidant leadership in nursing homes, in contrast to transformational styles. This finding underscores the need for investment in leadership development, particularly in fostering transformational leadership, which should be a priority for future research.</p>

<p>Nene et al., 2020 [8]</p> <p>Nurse Managers Experiences of Their Leadership Roles in a Specific Mining Primary Healthcare Service in the West Rand</p>	<p><b>Purpose:</b> to investigate and explain the nurse managers' experiences in their leadership positions within a particular mining primary healthcare service on the West Rand, and to formulate suggestions for improving these positions.</p> <p><b>Design:</b> In this study, a phenomenological approach was employed as the research method along with a qualitative, exploratory, descriptive, and contextual research design.</p> <p><b>Participant:</b> Non-probability sampling technique using Purposive sampling. Nurse managers participated in individual phenomenological interviews where they discussed their experiences in leadership roles.</p> <p><b>Analysis:</b> Giorgi's descriptive phenomenological data analysis was applied in four steps to the data analysis process. The data was coded by an independent coder, and a consensus meeting was conducted. The theoretical framework of Winkler's role theory served as the study's direction.</p>	<p><b>Result:</b> The examination of the data revealed the following subthemes: (1) Ambiguity in leadership responsibilities, (2) actual leadership roles, and (3) difficulties encountered in leadership roles</p> <p><b>Conclusion:</b> This study found that there is a lack of clarity on the leadership responsibilities of nurse managers in a particular mining primary healthcare service. As a result, improvements and extensions of these leadership positions stagnated. It is necessary to create a clear policy about the leadership responsibilities of nurse supervisors.</p>
<p>Castillo et al., 2021 [9]</p> <p>Self-evaluation and evaluation of nursing leaders' Leadership Styles</p>	<p><b>Purpose:</b> to evaluate the concordance between the leadership styles self-evaluated by the Nursing managers and evaluated by their subordinates in a private hospital.</p> <p><b>Design:</b> this is an observational, cross-sectional quantitative analytical study.</p>	<p><b>Result:</b> The nursing managerial staff's self-evaluation indicates a preference for the Guiding Style, and their subordinates' assessments show that there is little variation between the four types. At 19.3%, their concordance is small yet noteworthy. It was found that there is assertive communication and trust</p>

	<p><b>Sample:</b> 31 supervising nurses and 125 subordinates comprised the population.</p> <p><b>Analysis:</b> The Situational Leadership tool developed by Herman Bachenheimer was used, modified for the subordinates. The four leadership styles (directing, guiding, participating, and delegating) were examined for concordance between self-evaluation and assessments from subordinates using the Kappa coefficient statistical test, test statistic (<math>Z</math>) <math>&gt;1.96</math>, 95% confidence interval, and PASW Statistics, version 18.</p>	<p>between the two groups, which promotes knowledge exchange, and that the subordinates believe they have the skills necessary to do the duties assigned on their own.</p> <p><b>Conclusion:</b> In summary, there is a lack of concordance between the nursing supervisors and their subordinates' perceptions of different leadership styles. For subordinates to achieve higher leadership styles, they must grow in self-reliance and empowerment.</p>
<p>Sabbah et al., 2020 [22]</p> <p>The Association of Leadership Styles and Nurses Well-Being: a Cross-Sectional Study in Healthcare Settings</p>	<p><b>Purpose:</b> to evaluate how staff members view nurse leaders' leadership philosophies and investigate the connection between staff perceptions of leaders' philosophies and nurses' well-being in hospitals in Lebanon</p> <p><b>Design:</b> this was a cross-sectional study.</p> <p><b>Sample:</b> 250 nurses chosen randomly in eight hospitals.</p> <p><b>Analysis:</b> the survey included questions on socio-demographic and health-related characteristics, Multifactor Leadership Questionnaire 5X Short Form, and the Short Form Health Survey-12 V2 (SF-12v2)</p>	<p><b>Result:</b> While they frequently employed transactional leadership, the managers employed transformational leadership sufficiently. The managers occasionally embraced the laissez-faire approach. Compared to female nurses, men nurses view their supervisors as substantially more transformational (2.94 vs. 2.73; <math>p &lt; 0.05</math>). With the exception of the Social Functioning category (<math>p = 0.42</math>), all SF-12v2 scale scores showed a statistically significant relationship with transformational leadership style (<math>p &lt; 0.001</math>). The Vitality scale scores showed a significant correlation (<math>p &lt; 0.001</math>) with the transactional leadership style. The mental health summary measure (<math>p &lt; 0.05</math>), the physical (<math>p &lt; 0.05</math>), and the emotional (<math>p &lt; 0.001</math>) roles were lower in those who</p>

		thought their manager had a laissez-faire leadership style. <b>Conclusion:</b> This study reveals that nursing management has been identified as an issue in Lebanese hospitals and emphasizes the beneficial impact of leadership styles on nurses' well-being.
Wardani and Ryan, (2019) [23]  Barriers to Nurse Leadership in an Indonesian Hospital Setting.	<b>Purpose:</b> to determine which individual and organizational behaviors obstruct the advancement of nursing leadership in the hospital context. <b>Design:</b> Qualitative Study. <b>Participant:</b> 20 nurses had been recruited consists of ten nurse leaders and ten staff nurses using purposive sampling <b>Analysis:</b> Thematic	<b>Result:</b> Four main themes emerge: (1) gender and hierarchical leadership, the significance of organizational structure, (2) conceptual and spatially limited perspectives, (3) contractual barriers, and (4) professional barriers. <b>Conclusion:</b> Education and perseverance were needed to help nurses develop the leadership abilities they wanted. By reducing the aforementioned obstacles, nurses' professional status will be acknowledged, which will increase their capacity to participate in organizational and leadership development.
Al-Thawabiya et al., (2023) [10]  Leadership Styles and Transformational Leadership Skills Among Nurse Leaders in Qatar, A Cross-Sectional Study	<b>Purpose:</b> to investigate transformational leadership abilities and nursing leadership styles among nursing leaders in Qatar. The research was carried out between October 2020 and January 2021. <b>Design:</b> a cross-sectional study. <b>Sample:</b> Eighty-nine nurses completed the survey using convenience sampling. <b>Analysis:</b> To investigate the prevalence of leadership styles and	<b>Result:</b> The study's nurse leaders demonstrated attributes that validate transformative leadership. Additionally, several nurse leaders demonstrated autocratic and transactional leadership philosophies. Head nurses are more likely to display an authoritarian leadership style, whereas directors of nursing have higher degrees of transformational leadership style. According to this study, a

	<p>transformational leadership abilities, a validated survey was conducted. The study goals were fulfilled via statistical data analysis that followed. As an online de-identified validated questionnaire, the Multi-Factor Leadership Questionnaire (Western Journal of Nursing Research, 1996) was employed.</p>	<p>development plan is required to help more nursing leaders especially head nurses become transformational leaders and to raise the level of transformational leadership among all nursing staff members.</p> <p><b>Conclusion:</b> The purpose of this research study was to determine the transformational leadership competencies and leadership styles of nurse leaders in Qatar. The most frequently displayed style among the participants was transformational leadership, and the analysis's findings unmistakably demonstrated that nurse leaders were using it. The study found that Qatar needs to support the development of transformative leadership. It was determined that DON had a more transformative style than HN.</p>
<p>Lopez et al., (2022) [11]</p> <p>Nurses and ward managers' perceptions of leadership in the evidence-based practice: A qualitative study</p>	<p><b>Purpose:</b> to discuss the experiences ward managers and nurses have had with nursing leadership in putting evidence-based practice into practice.</p> <p><b>Design:</b> a qualitative descriptive study.</p> <p><b>Participant:</b> 7 nurses (clinical nurses and ward managers) in eight focus groups from five public hospitals using purposive sampling</p> <p><b>Analysis:</b> The Promoting Action on Research Implementation in Health Services framework was utilized for template analysis. This study was planned and reported in accordance with the Consolidated Criteria for</p>	<p><b>Result:</b> It was determined that there are three different kinds of nursing leadership: transformational, medium, and traditional. The implementation of evidence-based practice is challenging since ward managers were primarily assigned bureaucratic chores under traditional leadership, which was prevalent at the time.</p> <p><b>Conclusion:</b> Nurses view the changes as an imposition and do not feel empowered. A natural leader arises when evidence-based practice lacks strong leadership.</p>

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Reporting Qualitative Research  
guidance.

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<p>Cabral et al., (2021) [24]</p> <p>Developing Nursing Leadership Talent - Views from the NHS Nursing Leadership for South East England</p>	<p><b>Purpose:</b> to examine the opinions of existing nursing leaders in the National Health Service (NHS) regarding the resources and actions needed to cultivate and preserve nursing leadership potential.</p> <p><b>Design:</b> a qualitative study.</p> <p><b>Participant:</b> A large (40%) purposive sample size was chosen although only 18 agreed to participate who worked in three different organizations.</p> <p><b>Analysis:</b> Deductive thematic analysis was performed by one of the researchers and then reviewed by two more researchers</p>	<p><b>Result:</b> Leadership positions in nursing are thought to be hard, underpaid, isolated, and to entail a significant increase in danger to one's career.</p> <p><b>Conclusion:</b> Timely, systematic, experientially based, and with an emphasis on fostering resilience and confidence, talent discovery and support programs are needed. Support groups, coaching, and mentoring are regarded as essential.</p>
<p>Ferreira et al., (2020) [12]</p> <p>Transformation al Leadership in Nursing Practice: Challenges and Strategies</p>	<p><b>Purpose:</b> to comprehend the tactics and obstacles that nurses face when attempting to apply transformational leadership in a university hospital.</p> <p><b>Design:</b> a qualitative explorative study.</p> <p><b>Participant:</b> 25 nurses from a university hospital in the Brazilian state of Bahia by simple random sampling using the Microsoft Excel 2010 program.</p> <p><b>Analysis:</b> Semi-structured interviews were utilized for data collection, and Nvivo software was used to categorize the collected information using Thematic Analysis.</p>	<p><b>Result:</b> The main obstacles were: professional inexperience and youth; opposition to leadership and disobedience; and a lack of support for leadership development from the organization. The tactics that nurses use include setting an example for the team and fostering dialogue.</p> <p><b>Conclusion:</b> The use of Transformational Leadership has proven to be applicable in the day-to-day routines of nurses and enhances the standard of care.</p>
<p>Seljemo et al., (2020) [13]</p>	<p><b>Purpose:</b> to evaluate the relationship between patient safety culture, staff perceptions of patient</p>	<p><b>Result:</b> After adjusting for age and gender, transformational leadership explained 25.4% of the variance in</p>

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<p>The Role of Transformational Leadership, Job Demands and Job Resources for Patient Safety Culture in Norwegian Nursing Homes: A Cross-Sectional Study</p>	<p>safety in nursing homes, job demands, job resources, and transformational leadership.</p> <p><b>Design:</b> A cross-sectional survey.</p> <p><b>Sample:</b> 165 respondents was done among the staff members of four nursing facilities in Norway using snowball sampling method.</p> <p><b>Analysis:</b> the explained variance of transformational leadership, job demands, and job resources on patient safety culture and overall perception of patient safety was evaluated using multiple hierarchical regression analysis.</p>	<p>the overall view of patient safety and 47.2% of the variance in the patient safety culture (<math>p &lt; 0.001</math>).</p> <p>Furthermore, 4.7% of the general view of patient safety and 7.8% of the patient safety culture were explained by job demands and resources (<math>p &lt; 0.001</math>).</p> <p><b>Conclusion:</b> Establishing and maintaining a strong patient safety culture in nursing homes may need the application of transformational leadership styles. In addition, supervisor's ought to endeavor to foster a favorable work atmosphere that strikes an ideal equilibrium between job requirements and job resources, since this might potentially positively impact the culture of patient safety.</p>
<p>Aufegger et al., (2022) [7]</p> <p>Sharing Leadership: Current Attitudes, Barriers And Needs of Clinical And Non-Clinical Managers In Uk's Integrated Care System</p>	<p><b>Purpose:</b> to comprehend the attitudes, challenges, and requirements of managers who share leadership duties in the integrated care system (ICS), both clinical and non-clinical.</p> <p><b>Design:</b> a qualitative study.</p> <p><b>Participant:</b> twenty clinical and non-clinical executives from 15 different organizations were interviewed using purposive sampling.</p> <p><b>Analysis:</b> After transcription, the data underwent thematic analysis.</p>	<p><b>Result:</b> The results revealed how clinical and non-clinical healthcare management is perceived and experienced in relation to: (1) the drive to carry out a leadership role, which includes a sense of obligation and the need to step up; (2) attitudes toward interdisciplinary working, which are reflected in conflicts because of differing values and expertise; (3) Sharing Leadership (SL) skills and behaviors, which include the necessity of cooperative attitudes and mutual understanding through effective communication and collaboration; and (4) obstacles to achieving SL in the ICS, like</p>

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		bureaucracy and a lack of time and resources.
		<b>Conclusion:</b> The implementation of SL in postgraduate training programs for doctors and development initiatives for aspiring, emerging, and established leaders with open channels of communication could potentially enhance the leadership cultures currently existing in the National Health Service (NHS).
Moon et al., (2019) [25]	<p><b>Purpose:</b> using a survey tool (MLQ-6S) to assess the leadership philosophies of the nurse managers (NMs) employed by a regional Australian healthcare organization. The survey results will be compared to the first component of the Magnet® framework- Transformational Leadership-to determine the best course of action for developing leadership through the identification of specific contextual strengths and areas for improvement.</p> <p><b>Design:</b> a quantitative study.</p> <p><b>Sample:</b> From community to acute hospitals, 183 appropriate NMs were selected by convenience sampling from the study's organization.</p> <p><b>Analysis:</b> One-way ANOVA was utilized to find statistically significant differences between the means of two or more independent groups and to compare mean MLQ-6S scores between demographic categories (genders, age groups, education levels, etc.).</p>	<p><b>Result:</b> In contrast to transactional or passive/avoidant leadership styles, respondents (n =78) described their own leadership styles as being more transformational. The results showed that TL styles were connected with NMs' older age (p = 0.03) and higher education levels (p = 0.02), while female respondents (p = 0.04) and younger respondents (p = 0.06) tended to describe passive/avoidant leadership.</p> <p><b>Conclusion:</b> The findings of this study have revealed variations in the leadership styles that NMs have reported having, offering a distinctive organizational perspective for creating plans to enhance NMs' transformational leadership (TL) that may aid in the use of the Magnet® framework.</p>

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<p>Al-Dossary et al., (2022) [26]</p> <p>Leadership Style, Work Engagement and Organizational Commitment Among Nurses in Saudi Arabian Hospitals</p>	<p><b>Purpose:</b> to investigate the relationship between Saudi Arabian nurse managers' leadership styles, employees' work engagement, and nurses' organizational commitment.</p> <p><b>Design:</b> an online survey instrument was used in this cross-sectional study.</p> <p><b>Sample:</b> the sample was calculated using Cochran's formula. 390 participant responses are taken into consideration for data analysis after the incomplete responses have been removed.</p> <p><b>Analysis:</b> The data are analyzed using correlation analysis and t-tests.</p>	<p><b>Result:</b> Of those who took part, 84.4% were nurses and 15.6% were nurse managers. Nurse managers' perspectives regarding transformational and transactional leadership styles and engagement show a significant difference (<math>p &lt; 0.05</math>). Engagement among nurses and organizational commitment are favorably connected with both transformational and transactional leadership styles.</p> <p><b>Conclusion:</b> Considering the rapid changes in infrastructure brought about by Saudi Vision 2030, differences in the opinions of leadership styles between nurses and nurse managers highlighted nursing management difficulties that need to be addressed</p>
<p>Oliveira et al., (2020) [19]</p> <p>Leadership in the Perspective of Family Health Strategy nurses</p>	<p><b>Purpose:</b> Gain insight into how leadership is viewed in the workplace and encourage dialogue about it within the framework of the Family Health Strategy.</p> <p><b>Design:</b> In the interior of the state of São Paulo, a qualitative approach study led by the action-research referential was carried out.</p> <p><b>Participant:</b> 15 nurses involved in the Family Health Strategy using intentional sampling</p> <p><b>Analysis:</b> The content analysis methodological framework and the nurse management theoretical framework were used to process the data.</p>	<p><b>Result:</b> the nurses discussed their ideas of leadership and the difficulties that come with practicing medicine, such as management fees, overlapping care and management, and leadership development programs. During the conversation about shared issues and peer education, a model of transformational leadership emerged.</p> <p><b>Conclusion:</b> The common and behavioral styles of leadership shaped nurses' conceptions of leadership and activated their attitudes during the work process; yet, greater involvement is required in professional development,</p>

		certification, and services related to leadership.
Jankelová and Joniaková (2021) [18]	<p><b>Purpose:</b> Our study aims to investigate the relationship between nurses' job satisfaction and their communication skills and the First-line nurse managers (FLNMs) management transformation style, as well as to confirm the impact of three moderators on the strength of this association.</p> <p><b>Design:</b> A quantitative study.</p> <p><b>Participant:</b> 132 FLNMs from five university hospitals in Slovakia made up the sample using intentional sampling</p> <p><b>Analysis:</b> To determine the suggested hypotheses, a number of regression analyses were performed. Multiple dependencies were analyzed using an ANOVA.</p>	<p><b>Result:</b> At a significance level of 5%, we operated. The results show that FLNMs' transformational leadership style and effective communication abilities have a significant direct impact on nurses' job satisfaction.</p> <p><b>Conclusion:</b> When it comes to management and span of control methods, the moderating effects are minor but noteworthy. The favorable correlations between the two predictors and nurses' job satisfaction are further supported by the lower values of both variables. Psychosocial work aspects, the third moderator, also exhibit a significant negative moderating effect. Both of the positive direct effects are mitigated by the higher value of this moderator.</p>

## DISCUSSION

The field of nursing is dynamic and constantly evolving, requiring continuity, adaptability, and flexibility. According to Robbins and Davidhizar (2007), effective leadership in nursing management involves embracing change and taking proactive measures to enhance the work environment and overall job satisfaction for nurses. Effective leaders must excel in communication and teamwork while being dedicated to a vision that empowers others to deliver quality healthcare. Visionary managers are adept at inspiring their nursing staff [19].

### *Type of leadership styles*

Research by López et al. identifies three types of nursing leadership: transformational, transactional, and traditional (laissez-faire, autocratic) [11].

### *Transformational leadership*

According to Horwitz et al. (2008), transformational leaders, as described by Jones and Wilma (2001), inspire and empower their teams through charismatic communication, intellectual stimulation, and creativity [26]. They promote democratic decision-making, teamwork, natural leadership roles, and nurse empowerment [21], [27]. This leadership style emphasizes

personal relationships, communication, and job satisfaction [12]. Transformational leadership is the most commonly utilized style compared to transactional, laissez-faire, and autocratic leadership styles [18], [28].

### ***Transactional leadership***

In contrast, transactional leadership is based on rewards and can have a positive impact on employees; However, the shared values of a team concept are difficult to achieve. While this approach may motivate employees to perform well, it may also lead to a lack of emphasis on inspiration, relationships, and team goals, which are critical to the role of a nurse manager. As a result, employees may be motivated simply to pursue rewards or avoid punishment rather than investing in their work and team members. In addition, when leadership is transactional, staff may feel unheard of and unengaged [23]. The transactional approach is also more task-oriented and is often described as controlling behavior, abuse of power, or closed-minded leadership by Jones Wilma 2001 [sitasi]. This type of leadership causes employees to rebel, creates fear among their workers, and lack of cohesiveness in the team. Bassett and Westmore (2012) [sitasi] argue that transactional leadership is often problematic because it leads to poor performance, negative patient outcomes, and poor quality of service.

### ***Traditional Leadership (autocratic, laissez-faire)***

#### ***Autocratic leadership***

Autocratic leadership is characterized by leaders who treat the organization as

personal property, act arrogantly, identify personal goals with organizational goals, and consider subordinates as mere tools. These leaders are unwilling to accept criticism or suggestions, overly dependent on formal power, and often use coercive and punitive approaches. Autocratic leadership may arise due to limited job descriptions, restricted delegation, and a lack of training (Source).

#### ***Laissez-Faire Leadership***

Autocratic leadership is characterized by leaders who treat the organization as personal property, act arrogantly, identify personal goals with organizational goals, and consider subordinates as mere tools. These leaders are unwilling to accept criticism or suggestions, overly dependent on formal power, and often use coercive and punitive approaches. Autocratic leadership may arise due to limited job descriptions, restricted delegation, and a lack of training [14].

### ***Challenges and barrier in leadership***

In nursing literature, leadership is often depicted as a challenging process involving guidance, support, motivation, coordination, collaboration, effective communication, and advocacy for patients to achieve the best outcomes. A prevalent challenge is the disparity in perspectives between leaders and their subordinates regarding various leadership styles, which can hinder nursing management. Nurses often perceive change as a result of strong leadership and may feel powerless in its absence. Key challenges include limited professional experience, resistance and insubordination from subordinates, and inadequate organizational

support for leadership development. Understanding these perceptions is crucial for effective workplace communication. Leaders play a vital role by being transparent, fostering trust, and encouraging employee participation to minimize communication challenges. Effective communication is essential for strategic leadership. According to O'Connor [28], "effective communication is at the core of leadership in the clinical setting." Nursing leadership influences care quality and patient satisfaction, requiring managers to motivate employees using effective leadership styles aligned with task demands and development. Research demonstrates that nursing leadership impacts patient outcomes, particularly patient safety [23, 27].

A leadership style is indispensable for building and maintaining a culture of patient safety. Leaders should strive to create a pleasant work atmosphere that balances job demands with resources, as this can positively influence patient safety culture [14]. For subordinates to adopt higher leadership, they must grow in independence and empowerment [5]. Education and perseverance are essential for nurses to develop the leadership abilities they aspire to achieve.

#### **IMPLICATION**

Leaders must consider both nursing and patient satisfaction when determining their leadership style. The chosen style should align with the institution's values and goals. Nurse managers should be well-versed in various leadership styles and know how to apply them to best serve the institution. Educational

programs for nurses should incorporate clinical leadership practices and diverse leadership styles to enrich students' learning experiences. Nurses should be proficient in multiple leadership styles, understanding the strengths, weaknesses, and impact of each style on patient and caregiver satisfaction. Nursing managers should regularly seek feedback on their leadership and make necessary adjustments. The study indicates that different leadership styles (authoritative, laissez-faire, transactional, and transformational) are significantly correlated, except for authoritative leadership, which has a negligible negative relationship with employee performance. Transformational leadership is found to be the most effective, followed by transactional and laissez-faire. Transformational leadership has a strong, positive relationship with employee performance.

#### **CONCLUSION**

A leadership style is essential in nursing management, as effective leadership plays a crucial role in motivating and inspiring nursing staff. Strong leadership is key to supporting autonomy, managing conflicts, making decisions, and communicating effectively to provide high-quality care and ensure patient safety.

#### **CONFLICT OF INTEREST**

No conflict of interest has been declared by any of the authors.

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There is no relevant financial or material interest in the research described in this article.

## ETHICAL APPROVAL

Not applicable.

## AUTHOR CONTRIBUTIONS

Each author significantly contributed to the following aspects of the paper:

(1) formulating and planning the study, (2) providing their final approval for the submitted version and thoroughly reviewing the article's content, (3) reviewing the article's content and (4) reviewing the article's content.

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