

A SYSTEMATIC REVIEW OF THE RELATIONSHIP BETWEEN NURSE ADMINISTRATORS' LEADERSHIP STYLES AND NURSES' WELL-BEING

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Abstract

The purpose of this systematic review is to investigate the relationship between nurse administrators' leadership styles and nurses' well-being, focusing on how different leadership methods affect nursing staff job satisfaction, emotional health, and overall professional experiences. A comprehensive search of several electronic databases turned up relevant empirical works published between 2020 and 2024. The findings, based on six significant research, show that transformational and authentic leadership styles are strongly associated with improved nurses' well-being and excellent patient care outcomes. Conversely, leadership styles such as laissez-faire and abusive leadership have been associated to increased burnout and low morale among nurses. The review emphasizes the crucial role of competent leadership in creating a supportive work environment, which can dramatically reduce workplace pressures. Healthcare firms should invest in leadership development programs that build transformative and authentic leadership skills, which will improve staff engagement, retention, and overall quality of service. This review provides significant insights into nursing leadership practices and underlines the importance of continued research to better understand the mechanisms by which different leadership styles affect nurses' well-being.

Keywords: Relationship, Nurse Administrators', Leadership Styles and Nurses' Well-Being.

Introduction

The global deficit of nurses presents a significant problem for nursing leadership. Nurses who remain in their career, perform effectively, and yield positive patient outcomes typically exhibit elevated work-related well-being (Niinihuhta & Häggman-Laitila, 2022). Globally, many health care personnel have pondered leaving occupations due to a lack of support from their superiors and an increase in emotional stress (Palenius, 2022).

Numerous research has shown that managers' methods and leadership styles influence health-care system performance indicators and employee performance (Lee et al., 2019). In

general, leadership is defined as the art of inspiring others to reach their full potential in order to complete any work, goal, or endeavour (Specchia et al., 2021).

Leadership theories have historical roots and have evolved, displaying distinct idiosyncrasies over time, as people and historical situations have changed (Specchia et al., 2021). Nurse leaders are supposed to foster safe and healthy settings that enable nursing staff to provide patient-centered, high-quality, and cost-effective care. Furthermore, these experts play an important role in developing an interdisciplinary collaborative culture, which enables nursing staff to contribute to optimal patient outcomes and grow as professionals (Hughes et al., 2022).

Nurse leaders must have strategic management experience as well as a strong understanding of nursing implementation. Furthermore, they need to master social and healthcare service systems and operating settings, and be able to adopt evidence-based practices (Hult et al., 2023). Managers and leaders are required to learn about diverse leadership styles and employee empowerment tactics in light of the current challenges facing health care systems, particularly the lack of health professionals (Asiri et al., 2016). Nurse leaders have a substantial impact on staff retention, healthcare organization productivity, and overall efficacy. Therefore, evidence-based information should be applied to improve their performance (Niinihuhta & Häggman-Laitila, 2022).

Nurse managers foster an environment that promotes professional practice and staff engagement. Employees should be encouraged to improve personally and professionally (Albagawi, 2019). Nurse managers' leadership styles in hospitals may influence nurse staff outcomes such as work satisfaction (Alilyyani et al., 2022). Furthermore, their leadership styles can effect positively or poorly on numerous areas of healthcare systems, including staff happiness and retention, which can then impact the quality of healthcare supplied to patients (Alilyyani et al., 2022). Nurses' perceptions of their superiors' leadership styles have a significant impact on their well-being. Effective leadership in health care is critical for improving and strengthening the performance of healthcare systems (Sabbah et al., 2020).

According to one study, leadership styles have a significant impact on nurses' job happiness and well-being. Positive leadership styles have been shown in research to improve nurse care, reduce job stress, and boost job satisfaction (Pishgooie et al., 2018). Furthermore, leaders that focus the development of technical and professional skills while also boosting employee morale have been proven to improve job satisfaction and healthcare quality indicators (Specchia et al., 2021).

One study found that nurse leaders' leadership styles influence nurses' work-related well-being. When designing interventions and training for work-related well-being, it's important to consider the indirect effects and mediating elements of leadership styles (Häggman-Laitila & Officer, 2022).

Despite extensive study into the relationship between nurse administrators' leadership styles and different aspects of nursing staff performance, there is still a significant vacuum in our understanding of how these leadership styles directly affect nurses' general well-being. While

existing research shows a link between positive leadership and increased job satisfaction, lower stress, and better patient care, there is insufficient evidence to determine the direct pathways by which different leadership approaches influence nurses' emotional and psychological well-being. Furthermore, most studies focus on isolated leadership styles rather than comparing numerous styles and their cumulative effects on nurses' workplace experiences. This lack of comprehensive analysis creates a significant gap in the literature, indicating the need for a systematic review that incorporates various leadership styles and their collective impact on nurses' well-being, with the ultimate goal of informing nursing leadership practices that foster better working environments and improved health outcomes. The major purpose of this systematic review was to thoroughly assess and synthesize the available evidence on the link between nurse administrators' leadership styles and nurses' well-being.

Objective

The primary goal of this systematic review was to comprehensively evaluate and synthesize the existing literature on the relationship between nurse administrators' leadership styles and nurses' well-being.

Rationale of the Review

Leadership styles have been shown to have a favorable effect on nurses' wellbeing (Sabbah et al., 2020). Positive leadership in nursing coordinators provides a healthy work environment for nurses by reducing disputes, burnout, and psychosomatic disorders, as well as limiting the appearance of negative workplace indicators (Ebrahimzade et al., 2015).

Nurse leaders have critical roles in staff retention as well as the productivity and effectiveness of healthcare organizations; therefore, their performance should be explicitly developed utilizing evidence-based information (Niinihuhta & Häggman-Laitila, 2022). A leader's leadership style is critical in guiding, inspiring, and implementing organizational plans (Gavya & Subashini, 2024).

This systematic review was significant because it has the potential to fill crucial gaps in our understanding of how nurse administrators' leadership styles influence nurses' overall well-being. By combining current research, this study hopes to give evidence-based insights that might help nurse leaders promote supportive work environments, resulting in better patient outcomes and a healthier staff. This research has important implications for nursing leadership practices and overall healthcare quality.

Methods

Introduction

This systematic review sought to assess and synthesize the existing evidence on the association between nurse administrators' leadership styles and nurses' well-being. The review took a rigorous methodological approach, according to recognized systematic review principles to ensure that the findings were comprehensive, credible, and applicable to nurse leadership practices. The procedure included a precise search strategy, a set of defined inclusion and

exclusion criteria, and a systematic data extraction method for relevant research published between 2020 and 2024.

Search Strategy

A comprehensive search strategy was used to find relevant papers on the association between nurse administrators' leadership styles and nurses' well-being. The search was carried out across several electronic databases, including PubMed, CINAHL, Scopus, and PsycINFO. Keywords and phrases including "nurse administrators," "leadership styles," "nurses' well-being," "job satisfaction," and "work-related stress" were used. Boolean operators (AND, OR) were used to refine the search. The search returned materials published between January 2020 and December 2024, capturing the most recent and relevant evidence. Furthermore, the reference lists of selected papers were examined to identify any further research that may not have been discovered during the initial search.

Inclusion Criteria

To achieve a focused yet thorough analysis, the inclusion criteria for this systematic review were established to prioritise studies that directly address the relationship between nurse administrators' leadership styles and nurses' well-being. First and foremost, only empirical research publications published between January 2020 and December 2024 were evaluated, allowing for the collection of the most recent and relevant evidence in the quickly changing field of nurse leadership. The research must explicitly examine or analyze the impact of leadership styles on several aspects of nurses' well-being, such as job satisfaction, emotional health, burnout, and overall workplace experience. Both qualitative and quantitative research designs were used to present a wide range of insights, capturing a variety of methodologies and viewpoints on the topic. Furthermore, to ensure accessibility and application, the review included only research published in English. This carefully prepared set of criteria sought to include a diverse variety of relevant research that could together increase our understanding of how different leadership styles affect nursing staff, establishing an environment favorable to positive outcomes in nursing practice.

Exclusion Criteria

The exclusion criteria were also important in narrowing the scope of the systematic review and ensuring that only the most relevant material was included. Articles that did not primarily focus on nurse administrators or investigated leadership in other healthcare professions were omitted because they would not directly contribute to our understanding of how leadership styles affect nurses' well-being. Furthermore, studies that failed to address nurses' well-being, either directly or indirectly, were excluded, as was research that focused primarily on organizational outcomes without investigating their implications for nursing staff. Furthermore, opinion pieces, editorials, and commentary articles that lacked original research data were removed in order to maintain scientific rigor and guarantee that only peer-reviewed empirical studies were considered for analysis. This tight set of exclusion criteria was critical for weeding out studies that would dilute the emphasis of the analysis, hence increasing the relevance and quality of the synthesised findings on the impact of nurse administrators' leadership styles on nurses' overall well-being.

Selection process

In 2024, the review search generated 100 results. After removing duplicate studies, 50 remained. After reviewing the titles and abstracts, 30 studies were excluded because they did not match the inclusion criteria. Thus, 20 research were thoroughly analyzed to determine eligibility; 14 studies were removed since they did not describe the original studies. As a result, 6 studies were included in this systematic review (Table 1 and Figure 1).

Data Extraction

A review search was carried out, with all titles and abstracts provided, inclusion and exclusion criteria applied, reasons for inclusion and removal explained, and duplicates removed. A PRISMA flowchart was used to depict the four stages of the systematic review approach. Figure 1 depicts the process for a systematic review. The features of the included studies ($n = 7$) were collected and presented in Table 1. The summarised data was then assessed. The author(s), study design, findings, and conclusions were all gathered and evaluated.

Results

Sabbah et al. (2020) investigated the leadership styles of nurse leaders in Lebanon's hospitals and their impact on nurses' quality of life. A cross-sectional research of 250 randomly selected nurses found that transformational leadership was the most prevalent style, with male nurses rating it higher than females (2.94 vs. 2.73; $p = 0.05$). Except for Social Functioning ($p = 0.42$), transformational leadership was positively associated with higher health-related quality of life. Transactional leadership led to greater Vitality scores ($p < 0.001$), but laissez-faire leadership resulted in worse scores in several health categories. The study emphasizes the significance of effective leadership in enhancing nurses' well-being.

Palenius (2022) conducted a systematic literature review to look into the effect of leadership styles on nurses' work-related well-being, analyzing data from 10 empirical research published between 2015 and 2020. The study found that transformational leadership, which is defined by staff support and resource investment, improved nurses' well-being by enhancing job purpose and decreasing emotional tiredness. Organizational pressures, such as staff shortages and high job demands, exacerbated burnout and a desire among nurses to exit the field. The study emphasizes the need of prioritizing employee well-being as a strategic investment in healthcare, as well as the impact of good leadership in creating a positive work environment.

Hashim et al. (2024) studied the association between burnout factors and leadership styles among nurses in Karbala City hospitals. Using a correlational descriptive design, 324 nurses completed a self-administered questionnaire that assessed demographics, perceived leadership styles, and burnout levels with the Maslach Burnout Syndrome Inventory. The majority of the participants were young (75% between the ages of 20 and 35) and female (70%). The findings revealed a substantial relationship between leadership style and reduced burnout, emphasizing the influence of nursing officers' leadership on nurses' burnout experiences.

Niinihuhta (2024) study covers the global issues of recruiting and retaining nurses and nursing leaders, with an emphasis on the influence of stress and burnout on turnover. Its primary goal was to measure nursing staff's work-related well-being, including their health, job

satisfaction, structural empowerment, and dedication to the profession, as well as to investigate the impact of nurse leaders' leadership styles. The study included three sub-studies. The first involved a comprehensive study of various leadership styles and their associations with burnout and well-being, which revealed that relationally focused and supporting styles had good benefits, whereas destructive styles had a negative influence on employees. The second sub-study surveyed 155 nurse leaders, who reported relatively high levels of work-related well-being. The third focused on nursing staff in aged care homes, emphasizing a desire for more engagement in decision-making and professional progress.

Omari et al., (2024) study investigates how various leadership styles affect the psychological well-being of healthcare workers, acknowledging the healthcare setting as a dynamic environment that influences employee health. A scoping review was done, examining peer-reviewed material published between 2013 and 2024, resulting in the inclusion of 13 articles from seven nations. The findings demonstrated that negative leadership styles, such as abusive and exploitative tactics, cause higher psychological suffering among healthcare staff. Positive leadership styles, such as transformational, supporting, authentic, and inclusive, help to promote mental health. The study proposes incorporating leadership development programs into health education curriculum, as well as doing additional analytical research in a variety of healthcare settings.

Alhalal et al., (2024) study looks into how nurses' perceptions of their managers' real leadership affect their well-being and perceptions of the quality of care. A cross-sectional design was used, with a random sample of 680 nurses from six Saudi hospitals completing the surveys, yielding a final sample of 415 participants and a 61% response rate. Structural equation modeling was used to evaluate the proposed linkages. The findings show that nurses' perceptions of authentic leadership have a favorable and direct impact on their judgments of care quality; however, there is no direct effect on nurses' overall well-being. Instead, the nursing practice environment and psychological capital operate as full mediators of the relationship between authentic leadership and nurses' well-being. Furthermore, the nursing practice environment serves as a partial mediator between authentic leadership and perceptions of care quality. The study's findings highlight the crucial significance of authentic leadership in boosting nurses' well-being and improving the quality of care by its good effects on the nursing practice environment and psychological capital.

Table (1): Summary of the related studies			
Author	Aim	Study Design	Results
(Sabbah et al., 2020).	To assess the leadership styles of nurse leaders as perceived by employees and examine the relationship between these styles and nurses' quality of life in Lebanese hospitals.	Cross Sectional Study	Male nurses rated transformational leadership higher than female nurses (2.94 vs. 2.73; $p = 0.05$). Transformational leadership had a positive correlation with most quality of life indicators ($p < 0.001$), with the exception of Social Functioning ($p = 0.42$). The laissez-faire style was associated with lower physical and emotional health scores ($p < 0.05$ to $p < 0.001$).
(Palenius, 2022).	To understand the impact of leadership styles on nurses' work-related well-being.	Systematic Literature Review	Transformational leadership boosted nurses' well-being by increasing occupational meaning and decreasing emotional tiredness, whereas organizational pressures such as staff shortages raised burnout and motivation to leave the field. The study emphasizes the importance for healthcare firms to focus employee well-being and good leadership in order to build a positive work environment.
(Hashim et al., 2024).	To explore the relationship between burnout dimensions and leadership styles among nurses.	Correlational descriptive	A correlation was found between leadership style and lower burnout levels among nurses.
(Niinihuhta, 2024)	To describe work-related well-being among nursing staff	Three sub-studies utilizing systematic review, cross-sectional	Relationally focused and supportive leadership improved well-being, whereas

	and examine associations with nurse leaders' leadership styles.	surveys, and various validated instruments for data collection and analysis.	destructive leadership had a negative influence; nursing staff showed a desire for greater involvement in decision-making and career advancement.
(Omari et al., 2024)	To describe the effects of leadership style on the psychological well-being of healthcare work	Scoping review of peer-reviewed original research	Detrimental leadership styles (e.g., abusive, exploitative) have a detrimental influence on mental health, whereas positive types (e.g., transformational, supporting) encourage it; recommendations for leadership development programs and additional research in this area.
(Alhalal et al., 2024)	To test the mechanism by which nurses' perception of their managers' authentic leadership impacts nurses' well-being and perception of quality of care, given the role of the nursing practice environment and nurses' psychological capital.	Cross Sectional	The study found that nurses' judgments of authentic leadership in their managers have a favorable and direct impact on their perceptions of care quality, but not on their well-being. Both the nursing practice environment and psychological capital completely controlled the association between authentic leadership and nurses' well-being. However, the nursing practice environment moderated the association between authentic leadership and perceived quality of care.

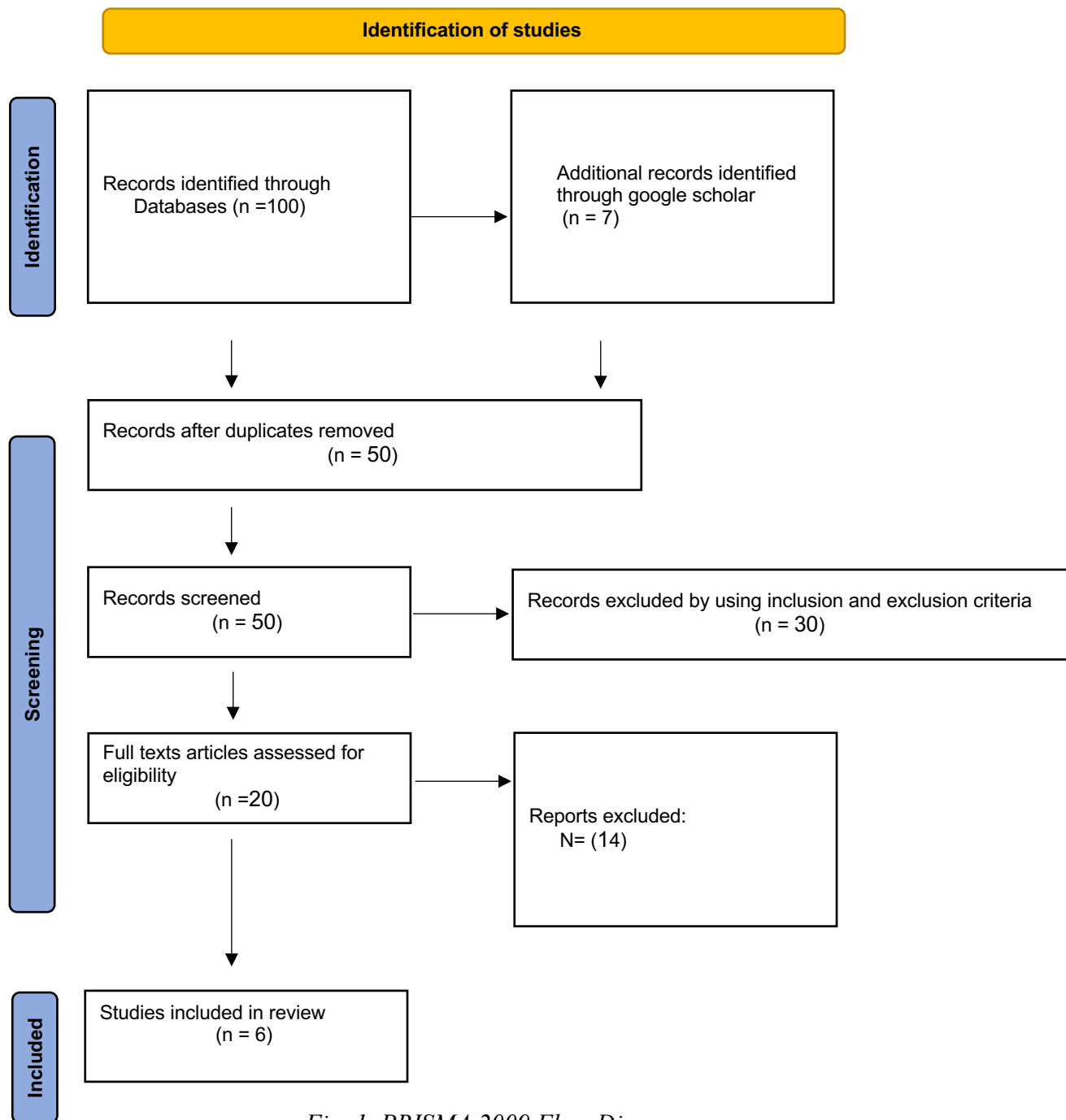


Fig. 1. PRISMA 2009 Flow Diagram

Discussion

Introduction

In this section, the results of this review will be discussed with the results of previous studies in terms of differences and consensus, and recommendations and conclusions will be presented in addition to limitations and strengths.

Discussion

The study of leadership styles and their impact on nurses' well-being is an important field of research in healthcare, with various studies addressing this relationship using a variety of approaches and settings. After reviewing the studies by Sabbah et al. (2020), Palenius (2022), Hashim et al. (2024), Niinihuhta (2024), Omari et al. (2024), and Alhalal et al. (2024), we can see both similarities and differences in their findings, which contribute to a better understanding of how different leadership styles relate to nurses' professional experiences and overall well-being.

Sabbah et al. (2020) investigated Lebanon's hospital settings and discovered that a transformational leadership style was connected with higher health-related quality of life among nurses, but a laissez-faire approach was associated with lower outcomes. This emphasizes the impact of leadership perceptions on nurses' quality of life, which is consistent with Palenius's (2022) systematic literature review, which found that transformational leadership improved nurses' well-being by increasing job meaning and reducing emotional exhaustion. Both studies identify transformational leadership as a favorable strategy, indicating a consistent view of its positive impact on nurses' work experiences.

In contrast, Hashim et al. (2024) stressed the link between different leadership styles and burnout, implying that good leadership can greatly reduce burnout among nurses. Similarly, Niinihuhta (2024) demonstrates how supportive leadership and structural empowerment can improve nurses' job satisfaction and retention. While these studies provide a nuanced look at burnout, they all agree on the idea that leadership style has a direct impact on nurses' psychological states, which is consistent with the findings of Alhalal et al. (2024), who measured the role of authentic leadership in relation to nurses' well-being and perceived care quality. In all examples, the claim that effective leadership improves nurses' mental health and minimizes burnout is a common theme.

On the other side, Omari et al. (2024) broadened the topic to include the negative consequences of bad leadership styles on healthcare professionals, in contrast to the other research' more concentrated positive portrayals of leadership styles. Their findings indicate the necessity for comprehensive leadership development to reduce workplace pressures, implying a larger view of leadership's role beyond transformational or authentic styles. While Omari et al. emphasize the negative consequences of negative leadership styles, their call to action is consistent with Alhalal et al. (2024), who emphasize the value of good leadership in improving care quality and nurses' well-being.

In summary, the consistent pattern across these research is that transformational and authentic leadership styles have a major impact on nurses' well-being, job satisfaction, and quality of care. While some studies emphasize the benefits of successful leadership, others highlight the

negative consequences of weak leadership. These studies together advocate for a strategic focus on leadership development in nursing as a means of enhancing both nurse retention and patient care results, demonstrating the varied relationship between leadership styles and nursing work experiences.

Conclusions

Finally, several studies show that leadership styles play an important impact in molding nurses' well-being, job satisfaction, and overall professional experiences. Transformational and authentic leadership styles regularly show a strong association with higher quality care and better health outcomes among nurses. Conversely, bad leadership techniques, such as laissez-faire or abusive leadership, have a negative impact on nurses, contributing to burnout and low morale. Given these findings, healthcare organizations should prioritize the creation and training of effective leadership methods that promote supportive and empowered work cultures.

Recommendations

Finally, several studies show that leadership styles play an important impact in molding nurses' well-being, job satisfaction, and overall professional experiences. Transformational and authentic leadership styles regularly show a strong association with higher quality care and better health outcomes among nurses. Conversely, bad leadership techniques, such as laissez-faire or abusive leadership, have a negative impact on nurses, contributing to burnout and low morale. Given these findings, healthcare organizations should prioritize the creation and training of effective leadership methods that promote supportive and empowered work cultures.

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