

**Systematic Review****Transformational Leadership Style on Job Performance in Clinical Setting among Nurses****Khudija Mushtaq^{*} and Muhammad Hussain¹**¹Lahore School of Nursing, The University of Lahore, Lahore, Pakistan**ARTICLE INFO****Key Words:**

Transformational Leader, Leadership, Leader, Nurse, Job Performance

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Khudija79@gmail.comReceived Date: 20th February, 2021Acceptance Date: 19th March, 2021Published Date: 30th June, 2021**ABSTRACT**

The present article is the literature reviews of transformational leadership style and its efficacy within the health organization specially the nurses' job performance. Nurses are the frontline defenders in health care settings. Therefore, their leadership style has great importance in the performance. Nursing leaders have the positive impact on the efficiency of the nursing team members' work performance. Furthermore, the literature review probes the concept of transformational role which is the most important part of job satisfaction and job performance. The relationship of transformation style and job performance was rather debatable in different research studies. Hence, it is the priority to comprehend the concept of transformational leadership and evaluate its impact on nurses' job performance. Therefore, the transformational leadership style would resolve different health setting problems. It improves nurses' performance resulting minimize patients' hospital stay. Therefore, a high outcome could be managed with fewer resources. A very few studies were conducted on a transformational leadership style among front line shoulders i.e., nurses.

INTRODUCTION

Transformational leadership is defined as leadership attitude and behavior that direct to innovate in individuals whereby the devotees develop to become leaders. The American Nurses Credentialing Center (ANCC) highlighted the significance of Transformational leadership (TL) training. It was included in the revised Magnet Model as a component [1]. The current situation of clinical settings is observed the shortage of resources and overcrowding of patients [2]. Furthermore, the shortage of nurses is a common problem in Pakistan due to multifactorial reasons [3]. Additionally, leaders of health organizations do not have sources to solve health strains adequately which lead to the reinforcing of accessible alternatives. The current situation requires transformational leadership in nursing management for motivation, innovation, and individualized consideration. Therefore, nursing leader must have transformational leadership skills to overcome the critical

situation in order to improve job performance and meet the population's health requirements [4]. The central component of the healthcare facility is nursing in all over the world. Therefore, Pakistan is a developing country and the fifth most populated country. Its estimated population is over 200 million. Nursing has a significant contribution in health care services [5]. The American Nurses Credentialing Center (ANCC) highlighted the significance of transformational leadership (TL) training. It was included in the revised Magnet Model as a component [1]. Visionary leaders are required in all healthcare organizations [6]. The shortage of nurses is a common problem in Pakistan due to multifactorial reasons [3]. One of the most important factors is a lack of motivation. Motivation factor can influence job satisfaction resulting in the retention of nurses [7]. Therefore, motivated nursing workforce is required in clinical settings to overcome this

shortage. In addition, head nurses could apply this determinant for effective and efficient work performance. Motivation is a key component to achieve competitive benefits, as well as the overall clinical performance of nurses [8]. TL is a style of leadership that emphasizes passion, excitement for the mission, and acting as an example to win over the respect, trust, and admiration of the workforce [9]. The best chance of creating an atmosphere that enhances the high quality of nursing care and fosters professionalism is for nursing managers to adopt transformational leadership behaviors in hospitals [10]. Transformational leadership is a sort of leadership that emphasizes excitement, love for the mission, and acting as an example to win over the respect, trust, and admiration of the workforce [9]. The quality of the work, employee retention, and job satisfaction all improve under successful leadership [11]. The best chance of creating an atmosphere that improves the standard of nursing care and fosters professionalism is for nursing managers to adopt transformational leadership behaviors in hospitals [10]. The transformational leadership has a significant effect on nurses' job performance and satisfaction [12]. Therefore, the work engagement of an organization depends on visionary and innovative leaders. The relationship between transformational leadership and job performance might somewhat be a result of nursing managers' role in making a wide-ranging atmosphere that stabilizes the job performance and human resources [10, 13]. The transformational leadership plays an important role in nurses' job performance [14]. Furthermore, leaders implement a dynamic role to create the innovative atmosphere that raises the nurses' performance [15]. Performance can be enhanced by the provision of positive feedback and reward in the form of material and psychological support [16]. A nurse is a trained person who provides care for the sick and wounded persons. Therefore, all health organizations need the qualified, experienced, and efficient nurses who can provide quality of care to the patients efficiently and effectively, and especially in public sector hospitals. The hospital is an organization which delivers medical, surgical, and nursing care services to the patients. In hospitals, head nurses are the nursing team leaders for the leadership and supervision of the clinical settings of hospitals [17]. A nursing leader exhibit; leadership behavior while guiding and leading nursing staff in a suitable direction [18].

Transformational Leadership Framework

According to Dawson & Ward, 2019 Transformational Leadership framework would be used to access the behavior of head nurses through five scope such as idealized attributes, idealized behavior, intellectual stimulation, inspirational motivation, and individual

consideration [19].

Transformational Leadership Factors

Five factors of transformational leadership are useful in health care settings as shown in Figure 1 these five factors including idealized attributes (IA), idealized behavior (IB), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) [20, 21].

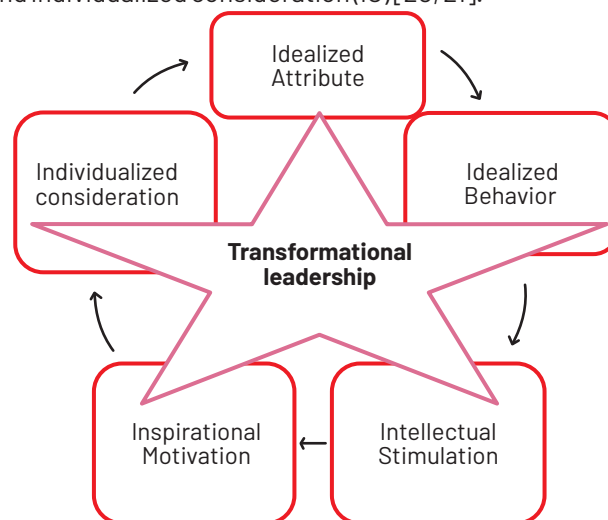


Figure 1: Transformational leadership factors that influence staff nurses' job performance

Idealized Attribute is the first factor of transformational leadership that may be defined as role model of respect, pride, ethical behavior, and faith among followers. It encourages to imitation and identification with the leader's behavior, sharing, commitment, as well as development of ethical and moral values. Therefore, followers emulate their leader and feel proud to achieve common goals of the organization [21]. Idealized Behavior is presented by the transformational leader and demonstrates role model for followers to adopt his/her vision, value, and mission. Therefore, followers would like to fulfill the leader's expectations [22]. Inspirational Motivation means when a leader becomes a motivator and lead by example for their employees. Moreover, focus on the values, respect, honesty, and effective communication in the clear sense to achieve high standards of the organization. Inspirational motivators act as role model for their followers to present their optimism, enthusiasm, and magnetism [23]. Intellectual Stimulation is a degree of challenging assumption, creativity, innovation, and independent thinking. A leader takes risk and solicits ideas whereby leader encourages to their employees to think optimistically and find with new ideas with brainstorming for the improvement of performance [23]. Individualized Consideration is the fifth factor of transformational leadership. It is the degree to which transformational leader deals with each person's need and acts as a trainer

coach, mentor. He or she listens to their follower's concern carefully [24]. Motivation and admiration have a significant role in job performance. Admiration or praise is very rare in nursing. It is evidenced that only 31.6% of the nurses were praise [25].

METHODS

Search Strategy

The literature was reviewed from different search engines such as Google, Google scholar Sci hub, and pub Med, CINAHL, and Cochrane Library. Total 10570 articles were found and only 8 articles were found relevant to the research question. The key terms or mesh words were used for search strategy Leadership, Transformational Leadership Style on Job Performance in Clinical Setting among Nurses. A significant gap in the existing knowledge was observed during literature study. Most of the studies on transformational leadership style were conducted on different population other than health care professionals. Furthermore, most of the studies were conducted in developed countries that have the different educational background where the context is very different as compared to Pakistan. Figure 2 shows that the search strategy and the search literature results were produced in a seven stage process defined by McSherry R, Bettany-Saltikov J, Cummings E, Walker K, Ford K, Walsh K. that upturns specification and precision [7, 25]. The research question was breakdown step by step into its PICO determinants and find out the keywords by using PICO components. PICO stands for Population, Intervention, Control, and Outcomes. Furthermore, the Boolean operators were used to determine the relevant study.

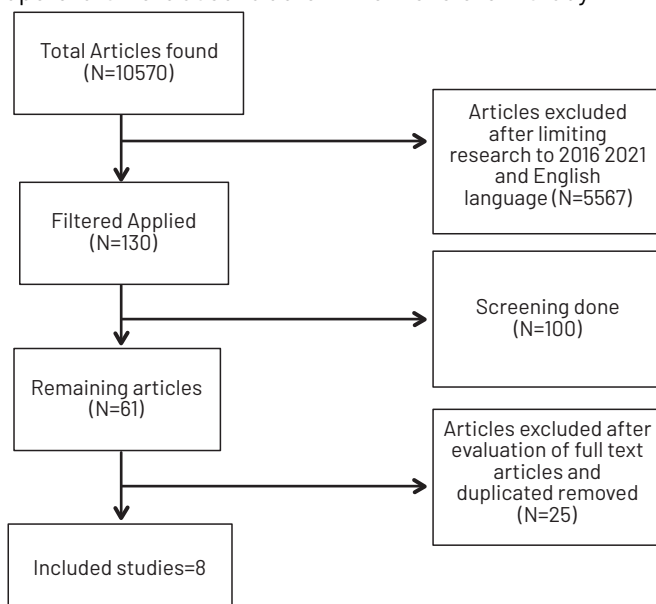


Figure 2: Preferred Reporting Items for Systematic review and Meta-Analysis (PRISMA) flow diagram for the process of study selection

Study design

Total 100 identified articles were reviewed, 61 were duplicated and 25 were retrieved. 8 were assessed in detail. 4 studies design were quasi experimental, 3 studies were cross-sectional, and one was a correlation on Preferred Reporting Item for Systematic Review and Meta-analysis (PRISMA) course of action was followed throughout this article preparation.

Purpose of Study

Study purpose was to conduct meta-analysis and systemic review the effect of transformational leadership style on job performance in the clinical setting among nurses. Table 1 is based on PICO determinants to eliminate bias defining the research studies. According to Coughlan *et al.*, recommended that the use of inclusion criteria would help narrow the search of studies. Therefore, the researcher confirms that relevant articles are included in the review study [26]. Inclusion Criteria: Quantative studies on transformational leadership among nurses in the hospital setting published 2016-2021 were included. Quasi-experimental, cross sectional, and correlational studies were included in addition; they had to be peer reviewed and English language. Interventional and non-interventional studies were evaluating and identified the influence of transformational leadership on nurses' job performance in the hospital setting. Exclusion criteria: Qualitative and mixed designed studies were excluded. Articles published before 2016 were excluded.

Items	Inclusion	Exclusion	Reasons
Target Population	Nurses	Non nursing profession and mixed with nursing.	To improve job performance among nurses.
Study Setting	Hospital	Other setting	To decrease bias
Country	Pakistan and other four countries	Other than Pakistan, Egypt, Saudi Arabia, Nigeria, Norway, California, Southeastern US	Very limited studies in Pakistan to meet the requirement.
Intervention	Transformational leadership	Non transformational leadership styles	To improve job performance among nurses.
Outcome	Nurses' job performance	Nurses' job satisfaction	Nurses' job satisfaction
Study design	Quantative Quasi-experimental and cross sectional	Qualitative	To improve job performance among nurses. No interventional study conducted on this research topic
Population Language	English articles	Non-English articles	To avoid potential errors or regulation by the North Umbria University
Publication date	Published 2016-2021	Published before 2016	To improve job performance among nurses

Table 1: Inclusion and Exclusion Criteria

Table 2 shows the characteristics of study results. According to PRISMA guidelines, characteristics of study results represent the literature screening method. After the keen analysis of research studies such as 4 Quasi-experimental, 3 cross sectional, and one correlational study reveals that transformational leadership has a significant influence on nurses' job performance.

Sr. No	Author	Time Duration	Study design	sample size	Population	Setting
1.	Frias A, Hampton D, Tharp-Barrie K, Thomas J.	2021	Quasi-experimental	74	Nurse managers	Southeastern US
2.	Rashed NM, Ali El-Said HD.	2020	Quasi-experimental	23 208	Head nurses Staff nurses	Head nurses Staff nurses
3.	Ree & Wing	2020	Cross sectional	139	Healthcare professionals	Norway
4.	Wheeler K, Beaman	2018	Quasi-experimental	35	Staff nurses	California
5.	Abd-Elrhman ESA, Abd-Allah NA	2018	Quasi-experimental	103 138	Head nurses staff nurses	Egypt
6.	Olu-Abiodun & Abiodun	2017	Cross sectional	176	Staff nurses	Nigeria
7.	Almutain	2016	Correlational	227	Staff nurses	Saudi Arabia
8.	Afzal, Waqas, Farooq & Hussain	2016	Cross sectional	200	Staff nurses	Pakistan

Table 2: Transformational leadership style on nurses' clinical performance studies published from 2016-2021

RESULTS

The result shows that transformational leadership has a positive relation with job performance. Head nurses demonstrate transformational leadership style resulting in job satisfaction as well as job performance. Five dimensions of transformational leadership have the greatest role in the achievement of organizational goals. Transformational leaders are needed in all over the health care settings such as public and private sectors.

DISCUSSION

A relationship of nurses' job performance with transformational leadership has significant results. A highly significant improvement in head nurses' behavior with their subordinates was observed [18]. Similarly TL practice has been presented more powerful, effective, and innovative leadership style in healthcare organizations. This style could be the best management style all over the world [14]. Knowledge and practice of transformational leadership is poor and need to improve for skillful nursing practices. Therefore, visionary nursing leaders could be the need of time [6]. The study revealed that the characteristics of transformational leadership are more favorable compared with transactional leadership. The concept of transactional leadership is a contingent reward for the followers on the achievement of organizational goals and transformational leadership is a motivation, support, encouragement, innovation, and role model for followers [27].

CONCLUSIONS

It is concluded that the transformational leadership style would resolve different health setting problems. It improves nurses' performance resulting minimize patients' hospital stay. Therefore, a high outcome could be managed with fewer resources. A very few studies were conducted on a transformational leadership style among front line shoulders i.e., nurses. Present study identified that the previous literature on the transformational leadership style on nurses' job performance is very limited in developed countries. Therefore, Leadership interventional studies were strongly recommended to improve job performance among nurses. Its concept must be included in- service education and training for head nurses for better outcomes. The evidence shows that most of the research studies were targeted on staff nurses while evaluating job performance associated with transformational leadership. It is recommended to target the head nurses, nurse administrators, nurse educators, and nurse directors who play a very vital role in nursing practice.

Conflicts of Interest

The authors declare no conflict of interest.

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