



Original Article

Perception of Transformational and Transactional Leadership Behavior among Staff Nurses in a Private Hospital

Madiha Khalid¹, Farzana Firdos^{2*}, Rehana Robin¹, Robin Rafique³ and Muhammad Asif⁴

¹Department of Nursing, Jinnah Hospital, Lahore, Pakistan

²Department of Nursing, Sir Gangaram Hospital, Lahore, Pakistan

³Department of Nursing, Pakistan Kidney and Liver Institute, Lahore

⁴Department of Nursing, College of Earth and Environmental Sciences, The University of Punjab, Lahore

ARTICLE INFO

Key Words:

Transactional Leadership, Transformational Leadership, Nurses

How to Cite:

Khalid, M., Firdos, F., Robin, R., Rafique, R., & Asif, M. (2021). Perception of Transformational and Transactional Leadership Behavior Among Staff Nurses in A Private Hospital: Transformational and Transactional Leadership. *NURSEARCHER (Journal of Nursing & Midwifery Sciences)*, 1(01), 12-17. <https://doi.org/10.54393/nrs.v1i01.7>

*Corresponding Author:

Madiha Khalid

Department of Nursing, Jinnah Hospital, Lahore, Pakistan

madihakhalid649@gmail.com

Received Date: 28th February, 2021

Acceptance Date: 23rd March, 2021

Published Date: 30th June, 2021

ABSTRACT

Nurses are the backbone of hospital and nurse leaders and managers had a great influence on retention, performance, and job satisfaction of staff nurses. **Objective:** To explore the perception of leadership behavior among staff nurses in a private hospital. Nursing leaders control and assume the responsibility of an organization and use effective strategies to set and achieve passionate goals and objectives. In addition, nursing leaders and managers create a safe and supportive work environment for the employees. **Methods:** A descriptive, cross sectional research design was used to assess the perception of leadership behavior among staff nurses in a private hospital. Convenient sampling technique was used for selection of participants. A total number of 86 registered nurses and nursing team leaders were selected for study. **Results:** The findings of this study presented that staff nurses prefer transformational leadership style over transactional leadership style. Transformational leadership has a positive influence on staff nurses. There is no association between transformational leadership and demographic characteristics of respondents. In addition, transactional leadership style also has no association with demographic characteristics of respondents. **Conclusion:** Transformational and transactional leadership style promotes the performance of nurses. Nurses' job satisfaction increased the job performance of staff nurses. It is the great need of health care system to develop positive and adaptive behavior among nurses.

INTRODUCTION

Nursing is a noble profession that deliver high quality care to the patients in hospital setting. Nurses are the pillar of any health care organization and perform diverse roles in complex and challenging environment [1]. In a hospital setting, nurses provide direct care to patients to prevent medical complications. In addition, nurses also play the role of a leader and manager to achieve the organizational goals [2]. Nurses give preference to work in the setting which encourages social connection and inspires decision-making, because it increases their job satisfaction [3]. However, leadership style, management support, team spirit, autonomy in decision making, and professional commitment effect the job satisfaction of

nurses [4]. Nursing leaders and managers plays an important role to encourage the nurses in accomplishment of their goals in competitive and challenging environment [2]. Nursing leaders' control and assume the responsibility of an organization and use effective strategies to set and achieve passionate goals and objectives. Moreover, they thoroughly connect with their workers, and accomplish human investment, economics, and advertising smartly [5]. Nurses deliver safe and excellent care to patients but without management support nurses feel disappointed [6]. Leadership support and healthy environment causes the nurses to feel satisfied in their current job to provide better care to patients [6]. Therefore, nurse managers and

leaders are accountable for creating a safe and supportive work environment for the employees. Governance plays an important role in defining the employees' obligation. In simple words, leadership is a process by which an individual motivates or influence others to achieve goals. Leadership also has a significant role in determining the accomplishment and failure of an organization [7]. Leadership influences others by nature and mental power rather than ferocity and threat. An effective leadership style creates impetus for transformation [8]. Hunt accompanied a study in 2012 to observe the impact of leadership on nurses' job satisfaction and turnover. He analyzed that congruence of leadership support has an effect on job satisfaction and nurses' turnover [9]. According to Libano managers and leaders, style of leadership have a great influence on job satisfaction of nurses and gratification of patients [6]. In health care setting, it is believed that management style of nurse managers effects the job satisfaction of nurses [10]. Leadership styles are important administrative backgrounds, especially in influencing employee's inspiration and coordination [11]. There are several styles of leadership that nurse managers have established to leading staff nurses in hospital [12]. Transactional and transformational are two widely observed headship styles in the health care organizations. Before the introduction of transformational leadership theory, the transactional leadership style was professed by most leaders as the most effective style in organizations [13]. In transactional leadership, leaders assume followers to perform tasks in exchange for payment and focused on day-to-day operations. Transactional leadership focuses on guidelines, responsibilities, necessities, strength, keeping away from errors, and existing temporary plan [14]. In contrast, transformational leadership focuses upon stimulating inspiration, intellectual motivation, and individual thoughtfulness [15]. A study on leadership styles reveals that transformational leadership is positively associated to job satisfaction and management by transactional leadership style is negatively related to job satisfaction [8]. In 2015, Top et al., accompanied a study on transformational leadership to check its influence on job satisfaction and organizational obligation. The study result revealed that managers with transformational leadership articulate a clear vision for future opportunities and give importance to the priorities of employees [16]. Job satisfaction has a potential impact on the retention of employees and productivity of organization [13]. In the workplace, leaders or managers enhances the image of competence through their words and deeds. Job satisfaction is the emotional state that defines the scope to which people like or dislike their job [17]. Personnel with

low level of job satisfaction are most likely to practice demonstrative fatigue, low self-esteem, and have outstretched levels of unease and hopelessness. If nurse leaders understand the problems of their employees, they can minimize the turnover of nurses and can maximize satisfaction, and this will expand the patient satisfaction and nurses' retaining. Furthermore, job contentment has an important influence on the motivation and routine of employees. In transformational leadership nurses feel more satisfaction than transactional leadership. Therefore, this study was supplemented to see the effect of leadership style on job satisfaction of staff nurses. Nursing team leaders play an influential role on the work outcomes of nurses. In University of Lahore Teaching Hospital Lahore Pakistan, nurses' turnover rate is very high, and they are found disturbed about the team leaders, way of dealing with them. Several issues like staff shortage, increased workload, hiring problem are the outcomes of nurses' turnover in the hospital [18]. Thus, this study aimed to explore the effect of leadership style on job satisfaction of nurses to overcome the nurses' turnover issue.

METHODS

A descriptive Cross- Sectional study design was used to explore the perception of leadership behavior among staff nurses in a Private Teaching Hospital Lahore Punjab. This study was directed in a Private teaching hospital of Lahore. All registered nurses of a private hospital namely The University of Lahore Teaching Hospital Lahore. Convenient sampling technique was used to collect the data from registered male and female nurses. 86 registered nurses were taken out of 110 nurses of the hospital using Slovin's formula [19]. All nursing team leaders and staff nurses of a Private Teaching Hospital of Lahore having experience greater than one year and age group from 25 to 60 years were included. The staff nurses not willing and not available at the time of data collection were excluded. A structured questionnaire with five item Likert scale was used to assemble the data from registered nurses. The questionnaire was comprised on five sections. The first section was consisted of study purpose, brief summary about the confidentiality of responses and request the respondents to complete the questionnaire honestly. The second part collected information related to respondents' demographic profile. Whereas, the third part contained five question items related to transactional leadership, fourth transformational leadership with twelve items [18]. Data were analyzed on SPSS version 24. Descriptive statistics like frequency and percentage was calculated. The relationship between demographic characteristics and leadership behavior among nurses was determined using Chi-Square. First of all, consent form was made signed from the participants, so that they are willing to be a

part of the study. Privacy was considered by informing participants. The study was doing no harm to the participants, as the study is descriptive it was not related to any experiment.

RESULTS

This section of study is divided in two sections. Section I depicts demographic characteristics while section II consists of data related to leadership styles and nurses job satisfaction. Demographic data is given in frequency and percentage form. Data related to leadership style is also expressed in frequency and percentage. Correlational test was used to show the impact of leadership style on demographic characteristics of staff nurses. Table 1 depicts the demographic characteristics of study participants. This showed that 80.2% (n=69) participant of the study were females and 9.7% (n=17) were males. Mostly participants belongs to the young adults' age group 20-25 year (n=56, 64%) and 30(34.9%) belonged to 26 to 30 years. Stay in organization is also a variable of demographics and result showed that 70.9% (n=61) staff had been stayed in organization less than 1 year, 24.4% had stayed in organization for 1-5 year, and only 4.7%(4) were for 6-10 year in the organization. Sixty four percent (n=55) had a nursing diploma, 5% (n=5.8) had specialization, 15.1% (n=13) had Post RN degree, 12.8% (n=11) had BSN degree, and 2.3% (n=2) had MSN degree. Majority were females and a total of 20/86 participants were nursing team leaders and 66/86 were staff nurses.

Demographic Information	Groups	Frequency (%)
Gender	Male	17(9.7)
	Female	69(80.2)
Age Group	20-25 Year	56(64)
	26-30 Year	30(34.9)
Experience	1-5 Year	82(95.3)
	6-10 Year	4(4.7)
Qualification	Nursing Diploma	55(64)
	Specialization	5(5.8)
	Post RN	13(15.1)
	BSN	11(12.8)
Designation	Registered Nurses	66(76.7)
	Nursing Team Leader	20(23.3)

Table 1: Demographic Characteristics of Study Participants

Table 2 exhibits the response of respondents towards transformational leadership. The statistics depict that majority of the respondents were satisfied from the transformational leadership style of their leader or manager. In the first question 38.4% (n=33) participants showed Neutral response, 55.8% (n=48) were Agree, and 5.8% (n=5) were Strongly Agree. 65% (n=56) of participants were agree and 11.6% (n=10) of participants were Disagree

to the second questionnaire. In third and fourth items 55.8% (n=48) of participants were Agree and only 9.3% (n=8) were Disagree from the good work and working sense of supervisor. Response of respondents to 5th question was positive as no one was Strongly Disagree, 10.5% (n=9) respondents were Disagree, 41.9% (n=36) were neutral, 40.7% (n=35) were Agree, and 7% (n=6) were Strongly Agree. In the 6th question 5.8% (n=5) participants were Disagree, 48.8% (n=42) were Neutral, 29.1% (n=25) were Agree, and 16.3% (n=14) of participants were Strongly Agree. 5.8% (n=5) of respondents were Disagree, 30.2% (n=26) were with Neutral response, 57% (n=49) were Agree, and 7% (n=6) were Strongly Agree to the 7th question. Response of the respondents to 8th question show that 9.3% (n=8) were Disagree, 20.9% (n=18) were Neutral, 64% (n=55) were Agree. In 9th question 5.8% (n=5) were Disagree, 50% (n=43) of the participants were Neutral, 33.7% (n=29) were Agree, and 10.5% (n=9) were Strongly Agree. Respondents of 10th question depict positive response of participants. 1.2% (n=1) of participants were Strongly Disagree, 10.5% (n=9) of participants were Disagree, 20.9% (n=18) of staff had Neutral response, 57% (n=49) were Agree, and 10.5% (n=9) of participants were Strongly Agree. In 11th question 1.2% of participants were Strongly Disagree, 7% (n=6) were Disagree, 43% (n=37) were Neutral, 39.5% (n=34) were Agree, and 9.3% (n=8) of participants were Strongly Agree. Response of the respondents to the last question was positive, in which 1.2% (n=1) were Strongly Disagree, 3.5% (n=3) were Disagree, 30.2% (n=26) were Neutral, 48.8% (n=42) were Agree, and 16.3% (n=14) were Strongly Agree.

S #	Question	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)
1	My supervisor serves as a role model for me.	0	0	33 (38.4)	48 (55.8)	5 (5.8)
2	My supervisor displays extraordinary competence in everything he/she undertakes.	0	10 (11.6)	16 (18.6)	56 (65.1)	4 (4.7)
3	My supervisor inspires me to perform as good as possible.	0	8 (9.3)	22 (25.6)	48 (55.8)	7 (8.1)
4	My supervisor creates a collective sense of working on an important assignment / mission.	1 (1.2)	8 (9.3)	22 (25.6)	48 (55.8)	7 (8.1)
5	My supervisor makes me proud working together with him/ her.	0	9 (10.5)	36 (41.9)	35 (40.7)	6 (7)

6	My supervisor enhances his/ her image of competence through his/ her words and deeds.	0	5 (5.8)	42 (48.8)	25 (29.1)	14 (16.3)
7	My supervisor makes me aware of important common values, ideals, and aspirations.	0	5 (5.8)	26 (30.2)	49 (57)	6 (7)
8	My supervisor gives me confidence that he/ she can overcome any obstacle.	0	8 (9.3)	18 (20.9)	55 (64)	5 (5.8)
9	My supervisor makes sure I have complete confidence in him/ her.	0	5 (5.8)	43 (50)	29 (33.7)	9 (10.5)
10	My supervisor is a symbol of success and accomplishment for me.	1 (1.2)	9 (10.5)	18 (20.9)	49 (57)	9 (10.5)
11	My supervisor articulates a clear vision of future opportunities.	1 (1.2)	6 (7)	37 (43)	34 (39.5)	8 (9.3)
12	My supervisor listens to things that are important to me.	1 (1.2)	3 (3.5)	26 (30.2)	42 (48.8)	14 (16.3)

Table 2: Transformational Leadership

Table 3 presents the percentage and frequency of participants' response towards transactional leadership in which 45.3% (n=39) staff nurses were strongly disagree and n=1(1.2%) were disagree, 27.9% (n=24) of respondents were neutral, 11.6% (n=10) respondents response to agree, and 14% (n=12) of respondents were strongly agree to the first question. It means that majority of respondents show negative response to first question. In the second question 29.1% (n=25) of respondents were strongly disagree, 41.9% (n=36) were disagree, 15.1% (n=13) were neutral, and 14% (n=12) were disagree. It shows negative response of respondents. 34.9% (n=30) of the respondents were strongly disagree, 32.6% (n=28) were disagree, 19.8% (n=17) of respondents showed neutral response, and 8.1% (n=7) of respondents were disagree to the third question. It means that they show negative response. In fourth question 12.8% (n=11) were strongly disagree, 57% (n=49) were disagree, 23.3% (20) of respondents were neutral, and 7% (n=6) were agree. It depicts negative response of the respondents. Overall response of the respondents to 5th question was negative as 47.7% (n=41) of respondents were disagree, 27.9% (n=24) of respondents' response was neutral, and 7% (n=6) were agree. In fifth question 18.6% (n=16) of

respondents were strongly disagree. 47.7% (n=41) were disagree, 2.3% (n=2) of respondents were agree, and 3.5% respondents were strongly disagree to the fifth question. It shows negative response of the respondents.

Question	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)
My supervisor focuses attention to irregularities and deviations in my work.	39 (45.3%)	1 (1.2%)	24 (27.9%)	10 (11.6%)	12 (14%)
My supervisor keeps track at mistakes in my performance that need to be corrected.	25 (29.1%)	36 (41.9%)	13 (15.1%)	12 (14%)	0
My supervisor tells me what rewards I receive for an effort.	30 (34.9%)	28 (32.6%)	17 (19.8%)	7 (8.1%)	4 (4.7%)
My supervisor points out what I will receive if I do what is required.	11 (12.8%)	49 (57%)	20 (23.3%)	6 (7%)	0
My supervisor keeps careful track at mistakes.	16 (18.6%)	41 (47.7%)	24 (27.9%)	2 (2.3%)	3 (3.5%)

Table 3: Transactional Leadership

Table 4 describes the relationship between socio demographic characteristics and mean leadership score behavior. There is no association between gender and leadership behavior of participants. In addition, age of participants and experience also have no significant association with leadership behavior as p value is 0.523 and 0.365 respectively.

Socio demographic characteristics	Frequency (%)	Mean leadership behavior score (SD)	p-value
Gender			
Male	17 (9.7)	3.73 (0.56)	0.495
Female	69 (80.2)	3.64 (0.66)	
Age Group			
20-25 Year	56 (64)	3.74 (0.52)	0.523
26-30 Year	30 (34.9)	3.68 (0.67)	
Experience			
1-5 Year	82 (95.3)	3.75 (0.54)	0.365
6-10 Year	4 (4.7)	3.67 (0.67)	

Table 4: Relationship between socio demographic and perception of transformational leadership behavior

Table 5 describes the relationship between socio demographic characteristics and mean leadership score behavior. There is no association between gender and leadership behavior of participants. In addition, age of participants and experience also have no significant association with leadership behavior as p value is 0.232 and 0.342 respectively.

Socio demographic characteristics	Frequency (%)	Mean leadership behavior score (SD)	p-value
Gender			
Male	17 (9.7)	2.83 (0.46)	0.385
Female	69 (80.2)	3.04 (0.54)	
Age Group			
20-25 Year	56 (64)	3.54 (0.42)	0.232
26-30 Year	30 (34.9)	3.28 (0.40)	
Experience			
1-5 Year	82 (95.3)	3.44 (0.48)	0.342
6-10 Year	4 (4.7)	3.22 (0.45)	

Table 5: Relationship between socio demographic and perception of transactional leadership behavior

DISCUSSION

The findings indicated that nurses preferred transformational leadership over transactional leadership. Additionally, the study's findings are in line with earlier work done at Jimma University Specialized Hospital [12]. In 2019, Asif *et al.*, explored that performance was significantly positively correlated with Transformational Leadership [20]. Among the leadership styles measured by Abdelhafiz *et al.*, transformational leadership had been used by head nurses more than transactional leadership [21]. The level of job satisfaction among nursing staff was higher in public hospitals than in private hospitals in this study. Results generally showed that transformative authority spreads a favorable result in job satisfaction levels among registered nurses [1]. This result is further strengthened by [8], who demonstrated how each nurse's degree of job satisfaction and leadership styles differ. Between work fulfilment and transformational authority, there is a clear and advantageous relationship. Lapeña *et al.*, show a significant moderate correlation in the positive direction between transformational leadership style and nurses' job satisfaction [22]. According to the findings of our study, motivating employees keeps them happy at work. Leaders serve as role models for their teams. Results indicate that the majority of aspects of nurse leaders' leadership styles significantly correlate with job satisfaction, while there is no statistically significant relationship between variable stimulation and the professional working environment. In addition, all dimensions of the transformative leadership style in this study significantly and positively correlated with job satisfaction. Contrarily, transactional leadership failed to energize the workforce. The study's findings indicated a bad association between transactional leadership style and staff nurses. This study demonstrated that there is no relationship between participants' ages and leadership behavior. These results don't match up with any other research. According to a study, nurses were generally happier with transformational leadership style. In order to

improve nurse job satisfaction, nursing managers must embrace a transformative leadership style. Results revealed a positive association between transformative leadership and work satisfaction that was statistically significant.

CONCLUSIONS

According to the results of the current study, nurses like managers that practice transformational leadership. Managers who demonstrated transformative leadership are preferred by nurses. This represents how transformational leadership enhances the productivity and fulfilment of staff nurses at work. When nurses are more content and comfortable, they work better. Effective leadership philosophies are required in our healthcare system if we are to foster positive behavior and inspire nurses to provide improved patient care. To enhance their management abilities, nurse managers and leaders must receive training. According to the study's findings, managers can increase employee commitment and satisfaction by practicing transformational leadership.

Conflicts of Interest.

The authors declare no conflict of interest

Source of Funding

The authors received no financial support for the research, authorship and/or publication of this article

REFERENCES

- [1] Naseem S, Afzal M, Sehar S, Gilani SA. Relationship between leadership styles of nurse managers and staff nurses Job satisfaction in public hospital of Punjab, Pakistan. *International Journal of Social Sciences and Management*. 2018Jul; 5(3): 201-8. doi: 0.3126/ijssm.v5i3.20611
- [2] Fiaz M, Su Q, Saqib A. Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*. 2017Oct; 51(4): 143-56. doi: 10.1353/jda.2017.0093
- [3] Alshahrani FMM, Baig LA. Effect of leadership styles on job satisfaction among critical care nurses in Aseer, Saudi Arabia. *Journal of the College of Physicians and Surgeons Pakistan*. 2016May; 26(5): 366-70.
- [4] Alshahrani FMM and Baig LA. Effect of leadership styles on job satisfaction among critical care nurses in Aseer, Saudi Arabia. *Journal of the College of Physicians and Surgeons Pakistan*. 2016; 26(5): 366-70.
- [5] Strom DL, Sears KL, Kelly KM. Work engagement: The roles of organizational justice and leadership style in

- predicting engagement among employees. *Journal of Leadership & Organizational Studies*. 2014Feb; 21(1): 71-82. doi: 10.1177/1548051813485437
- [6] Libano MC. Registered Nurse Job Satisfaction and Nursing Leadership. 2017.
- [7] Bushra F, Ahmad U, Naveed A. Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social science*. 2011Oct; 2(18).
- [8] Deshpande S, Sahni S, Karemore T, Joshi J, Chahande J. Evaluation of relationship between leadership style and job satisfaction amongst healthcare professionals. *MedEdPublish*. 2018Jan;7. doi: 10.15694/mep.2018.0000024.1
- [9] Hunt D. Does value congruence between nurses and supervisors effect job satisfaction and turnover? *Journal of Nursing Management*. 2014Jul; 22(5): 572-82. doi: 10.1111/jonm.12055
- [10] Emery CR and Barker KJ. The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communications and Conflict*. 2007;11(1):77.
- [11] Musinguzi C, Namale L, Rutebemberwa E, Dahal A, Nahirya-Ntege P, Kekitiinwa A. The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda. *Journal of Healthcare Leadership*. 2018Apr; 10: 21-32. doi: 10.2147/JHL.S147885
- [12] Negussie N and Demissie A. Relationship between leadership styles of Nuresse managers and nurses' job satisfaction in Jimma University Specialized Hospital. *Ethiopian Journal of Health Sciences*. 2013Mar; 23(1): 50-8.
- [13] Abualrub RF and Alghamdi MG. The impact of leadership styles on nurses' satisfaction and intention to stay among Saudi nurses. *Journal of Nursing Management*. 2012Jul; 20(5): 668-78. doi: 10.1111/j.1365-2834.2011.01320.x
- [14] Suliman M, Almansi S, Mrayyan M, ALBashtawy M. Leadership styles and their effect on nurse turnover. *Nursing Management*. 2020Apr; 1-7.
- [15] Swansburg RC and Swansburg RJ. Introduction to management and leadership for nurse managers: Jones and Bartlett Learning; 2002.
- [16] Top M, Akdere M, Tarcan M. Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*. 2015;26(9):1259-82. doi: 10.1080/09585192.2014.939987
- [17] Saravo B, Netzel J, Kiesewetter J. The need for strong clinical leaders-Transformational and transactional leadership as a framework for resident leadership training. *PloS One*. 2017Aug; 12(8): e0183019. doi: 10.1371/journal.pone.0183019
- [18] Naseer A, Perveen K, Afzal M, Waqas A, Gillani SA. The Impact of Leadership Styles on Staff Nurses' Turnover Intentions. *IJARBS*. 2017; 7(12): 665-73. doi: 10.6007/IJARBS/v7-i12/3702
- [19] Gusen JN, Dare AA, Stephen N, Rufai AA, Salisu A, Umar Y, et al. Perception and utilization of standardised electronic health records among nurses in JOS university teaching hospital Plateau State, Nigeria. *Perception*. 2016Sep; 2(9): 76-83.
- [20] Asif M, Jameel A, Hussain A, Hwang J, Sahito N. Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: assessing the role of job satisfaction and structural empowerment. *International Journal of Environmental Research and Public Health*. 2019Jul; 16(13):2381. doi: 10.3390/ijerph16132381
- [21] Abdelhafiz IM, Alloubani AMD, Almatari M. Impact of leadership styles adopted by head nurses on job satisfaction: a comparative study between governmental and private hospitals in Jordan. *Journal of Nursing Management*. 2016 Apr; 24(3): 384-92. doi: 10.1111/jonm.12333
- [22] Lapeña LFR, Tuppal CP, Loo BGK, Abe KHC. Transformational and transactional leadership styles of nurse managers and job satisfaction among Filipino nurses: A pilot study. *Nurse Media Journal of Nursing*. 2017; 7(2): 65-78.