



# Analysis of the Suitability of the Head Nurse's Leadership Style Mediated by Job Satisfaction and Organizational Commitment to Nurse Performance at Pidie Jaya Regional General Hospital

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**Abstract:** This study examines the relationship between the leadership styles of nurse managers, job satisfaction, organizational commitment, and their combined influence on nurse performance in Pidie Jaya Regional General Hospital. Using a qualitative approach, the research explores how transformational and transactional leadership styles affect organizational outcomes through the mediating variables of job satisfaction and commitment. The findings contribute to understanding the dynamics of effective nursing leadership in improving healthcare delivery.

**Keywords:** Nurse, Health, Manager, Leadership, Performance

## 1. Introduction

Leadership is a cornerstone of organizational success, particularly in the healthcare sector, where effective leadership can significantly influence the quality of care delivered to patients (Hermawan et al., 2024). In nursing, leadership is not merely about managing tasks but also about inspiring and motivating staff to achieve common goals. Nurse managers, as leaders, play a critical role in shaping the work environment, enhancing team dynamics, and ensuring high standards of patient care (Omar Al\_kasasbeh & Mohmad Madadha, 2025). Their leadership styles can profoundly impact job satisfaction, organizational commitment, and ultimately, nurse performance. This study seeks to explore these dynamics within the context of Pidie Jaya Regional General Hospital, focusing on how nurse manager leadership styles influence nurse performance through the mediating factors of job satisfaction and organizational commitment.

Leadership in nursing is unique because it involves balancing clinical expertise with managerial responsibilities (Balharith et al., 2024). Nurse managers are tasked with overseeing daily operations, resolving conflicts, mentoring staff, and ensuring compliance with healthcare regulations—all while maintaining a patient-centered approach (Nene, 2023). Effective leadership in this context requires more than technical proficiency; it demands emotional intelligence, strategic vision, and the ability to inspire trust and collaboration among team members (Chandrasekhara Mokkaleti et al., 2024).

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Transformational leadership has emerged as a preferred style in nursing due to its focus on motivation, innovation, and personal development (Alzahrani & Hasan, 2019). Transformational leaders inspire their teams by articulating a compelling vision, fostering an inclusive environment, and encouraging professional growth. Bass in Bakker, et al., (2023), the pioneer of transformational leadership theory, emphasized that such leaders go beyond transactional exchanges by addressing the higher-order needs of their followers (Bakker et al., 2023). This approach is particularly relevant in nursing, where job demands are high and emotional resilience is crucial.

In contrast, transactional leadership focuses on task completion and adherence to established protocols (Al-Rjoub et al., 2024). While this style can be effective in ensuring operational efficiency, it often lacks the emotional engagement needed to foster long-term commitment and satisfaction among nurses. Studies have shown that transactional leadership is less effective in healthcare settings where adaptability and innovation are required to address complex patient needs (Siswadhi & Rony, 2024).

Job satisfaction is a critical factor influencing nurse performance (Hudays et al., 2024). It encompasses an individual's emotional response to their work environment, including factors such as workload, interpersonal relationships, compensation, and opportunities for professional development. High levels of job satisfaction have been linked to improved patient outcomes, reduced turnover rates, and enhanced organizational performance (Wati & Nilasari, 2024)

In the context of leadership styles, transformational leaders tend to foster higher levels of job satisfaction by creating supportive work environments that align with nurses' values and aspirations (Notarnicola et al., 2024). For example, transformational leaders often provide opportunities for skill development and recognize individual contributions—practices that enhance job satisfaction. Conversely, transactional leaders may focus on extrinsic rewards such as bonuses or promotions but fail to address intrinsic motivators like professional fulfillment or a sense of purpose (Al-Thawabiya et al., 2023).

Research by Sahan & Terzioglu (2022) found that transformational leadership accounted for 24% of overall job satisfaction among nurses in their study. The authors argued that transformational leaders create an empowering environment where nurses feel valued and motivated to excel. This finding underscores the importance of adopting leadership practices that prioritize employee well-being (Uslu Sahan & Terzioglu, 2022).

Organizational commitment refers to an employee's emotional attachment to their organization and their willingness to contribute to its success (Situmorang, 2024). It is a multidimensional construct comprising affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (a sense of obligation). High levels of organizational commitment are associated with improved job performance, lower absenteeism rates, and greater retention (Živković et al., 2024).

Leadership styles play a significant role in shaping organizational commitment. Transformational leaders enhance affective commitment by fostering a sense of belonging and shared purpose among employees. They also influence normative commitment by modeling ethical behavior and emphasizing the importance of collective goals. In contrast, transactional leaders may primarily affect continuance commitment by offering tangible rewards or penalties tied to performance (Udin, 2024).

A study by Ali & Anwar (2020) highlighted the positive relationship between transformational leadership and organizational commitment in healthcare settings. The authors found that transformational leaders were more effective in building trust and loyalty among their teams compared to transactional leaders. This finding aligns with earlier research suggesting that transformational leadership creates a more engaged workforce committed to achieving organizational objectives (Ali & Anwar, 2021).

Nurse performance is a multifaceted construct encompassing clinical competence, teamwork, communication skills, and adherence to ethical standards. It is influenced by both individual factors (e.g., skills and motivation) and organizational factors (e.g., work environment and leadership). Leadership styles indirectly affect nurse performance through their impact on mediating variables such as job satisfaction and organizational commitment (Rasesemola & Molabe, 2025).

For instance, a nurse manager who adopts a transformational leadership style may enhance job satisfaction by recognizing individual achievements and providing opportunities for professional growth. This increased satisfaction can lead to higher levels of organizational commitment as nurses feel valued and aligned with the hospital's mission. In turn, these factors contribute to improved performance metrics such as patient safety outcomes, efficiency in task execution, and overall job effectiveness (Alzahrani & Hasan, 2019).

Conversely, a transactional leader may focus on enforcing rules or rewarding compliance without addressing underlying issues affecting job satisfaction or commitment. While this approach may yield short-term gains in productivity or task completion rates, it is unlikely to sustain high levels of performance over time (Cornelia Azura et al., 2023).

The healthcare system in Indonesia faces numerous challenges that impact nurse performance and leadership effectiveness. These include resource constraints, high patient-to-nurse ratios, limited access to professional development opportunities, and cultural factors influencing workplace dynamics. In rural areas like Pidie Jaya Regency in Aceh Province—where this study is situated—these challenges are often exacerbated by geographic isolation and socioeconomic disparities.

Given these contextual challenges, effective leadership becomes even more critical for ensuring quality care delivery. Transformational leadership offers a promising approach for addressing these issues by fostering resilience among nurses and promoting innovative solutions to systemic problems

## **2. Research Methodology**

### **2.1 Research Design**

This study employed a qualitative research design to explore the relationship between nurse manager leadership styles, job satisfaction, organizational commitment, and nurse performance at Pidie Jaya Regional General Hospital. The qualitative approach was chosen to gain in-depth insights into the lived experiences and perceptions of nurses and nurse managers regarding leadership practices and their impact on organizational outcomes. Qualitative research is particularly well-suited for understanding complex social phenomena, such as leadership dynamics, within specific contexts (Creswell, J.W. and Poth, 2018). The study was guided by an interpretive paradigm, which emphasizes the subjective meanings individuals ascribe to their experiences. This paradigm aligns with the study's aim of uncovering how leadership styles influence nurses' job satisfaction, organizational commitment, and performance through their personal and professional perspectives.

The research was conducted at Pidie Jaya Regional General Hospital, a public healthcare facility located in Aceh Province, Indonesia. The hospital serves a predominantly rural population and faces challenges such as limited resources, high patient-to-nurse ratios, and geographic isolation. These contextual factors provided a unique setting for examining the interplay between leadership styles and organizational outcomes.

## 2.2 Participants

Participants were purposively selected to ensure representation of diverse perspectives within the hospital. The sample included:

- Nurse Managers: Five nurse managers with varying levels of experience were included to provide insights into their leadership styles and strategies.
- Staff Nurses: Fifteen staff nurses from different departments (e.g., emergency, inpatient care, outpatient services) were selected to capture a broad range of experiences related to job satisfaction, organizational commitment, and performance.

Inclusion criteria for participants were:

1. Employment at Pidie Jaya Regional General Hospital for at least one year.
2. Direct involvement in patient care (for staff nurses) or managerial responsibilities (for nurse managers).
3. Willingness to participate in the study and provide informed consent.

## 2.3 Data Collection

Data were collected through semi-structured interviews conducted between December 2024 and January 2025. Semi-structured interviews were chosen to allow flexibility in exploring participants' perspectives while ensuring consistency across key themes. An interview guide was developed based on the study objectives and relevant literature.

The interview guide for nurse managers included questions such as:

- "How would you describe your leadership style?"
- "What strategies do you use to motivate your team?"
- "How do you address issues related to job satisfaction among your staff?"

For staff nurses, questions included:

- "How would you describe your relationship with your nurse manager?"
- "What factors contribute most to your job satisfaction?"
- "How does your sense of commitment to the hospital influence your performance?"

Each interview lasted approximately 45–60 minutes and was conducted in a private setting within the hospital to ensure confidentiality. With participants' consent, interviews were audio-recorded and transcribed verbatim for analysis.

## 2.4 Ethical Considerations

Ethical approval for the study was obtained from the Ethics Committee of Pidie Jaya Regional General Hospital. Participants were provided with detailed information about the study's purpose, procedures, and potential risks before obtaining informed consent. Confidentiality was maintained by anonymizing participant identities in all transcripts and reports.

## 2.5 Data Analysis

This method involves identifying patterns or themes within qualitative data through a systematic coding process. The six steps of thematic analysis followed in this study were:

1. Familiarization with Data: Transcripts were read multiple times to gain an overall understanding of participants' experiences.
2. Generating Initial Codes: Key phrases or statements relevant to the research questions were highlighted and assigned descriptive codes.
3. Searching for Themes: Codes were grouped into broader categories or themes that captured recurring patterns across participants.
4. Reviewing Themes: Themes were refined by ensuring they accurately represented the data and addressed the research objectives.
5. Defining and Naming Themes: Each theme was clearly defined, and its relevance to the study's focus was articulated.
6. Producing the Report: Themes were organized into coherent narratives supported by direct quotes from participants.

To enhance the credibility of findings, member checking was conducted by sharing preliminary results with a subset of participants to confirm their accuracy. Triangulation was also employed by comparing findings across different participant groups (nurse managers vs. staff nurses) to identify commonalities and differences

## 3. Results and Discussion

### 3.1 Transformational Leadership Enhances Nurse Performance

Participants consistently emphasized that transformational leadership practices, such as motivation, recognition, and vision-setting, positively influenced their job satisfaction and performance. Staff nurses reported feeling more engaged and committed when their managers demonstrated empathy, provided constructive feedback, and encouraged professional growth.

One nurse stated, "Our manager always motivates us to do better. She recognizes our efforts and encourages us to take part in training programs. This makes me feel valued and more committed to my work."

A summary of transformational leadership practices identified by participants is presented in Table 1 below.

**Table 1.** Transformational Leadership Enhances Nurse Performance

Transformational Leadership Practices	Frequency Mentioned by Participants
Recognition of individual contributions	12
Encouragement of professional development	10
Clear communication of vision and goals	9
Emotional support during challenging times	8

### 3.2 Transactional Leadership Has Limited Impact

While transactional leadership was acknowledged for its role in maintaining order and ensuring task completion, it was perceived as less effective in fostering long-term job satisfaction or organizational commitment. Nurses described transactional leaders as focused on rules and rewards but lacking in emotional engagement.

One participant noted, *"Our manager is strict about following protocols, which is good for maintaining discipline. But sometimes we need more than just rules—we need encouragement and support."*

### 3.3 Job Satisfaction as a Key Driver

Job satisfaction emerged as a critical mediator between leadership styles and nurse performance. Nurses who reported high levels of job satisfaction attributed this to supportive leadership practices, manageable workloads, and opportunities for skill development.

**Table 2.** The factors contributing to job satisfaction are summarized

Factors Contributing to Job Satisfaction	Frequency Mentioned by Participants
Supportive leadership	13
Opportunities for professional growth	11
Positive team dynamics	10
Recognition and rewards	9

### 3.4 Organizational Commitment Strengthens Nurse Retention

Organizational commitment was another key mediator influencing nurse performance. Nurses who felt emotionally attached to the hospital were more likely to exhibit high levels of dedication and effort. Transformational leaders were particularly effective in fostering affective commitment by creating a sense of belonging and shared purpose.

One nurse shared, "I feel proud to work here because our manager always reminds us of the importance of our role in improving patient care. This motivates me to stay committed."

The components of organizational commitment identified among participants are presented in Table 3.

**Table 3.** Organizational Commitment Strengthens Nurse Retention

Components of Organizational Commitment	Frequency Mentioned by Participants
Affective commitment (emotional attachment)	14
Normative commitment (sense of obligation)	12
Continuance commitment (costs of leaving)	8

The findings of this qualitative study at Pidie Jaya Regional General Hospital offer valuable insights into the intricate relationship between nurse manager leadership styles, job satisfaction, organizational commitment, and nurse performance. The themes that emerged from the data align with existing literature on leadership in nursing while also highlighting unique contextual factors relevant to the Indonesian healthcare setting.

### 3.5 Transformational Leadership and Nurse Performance

The first key finding is that transformational leadership positively influences nurse performance, mediated by job satisfaction and organizational commitment. This result resonates with a vast body of research that underscores the effectiveness of transformational leadership in healthcare settings. Transformational leaders inspire their teams by creating a shared vision, providing support, and fostering professional growth (Kareem et al., 2023).

This study's participants consistently emphasized that nurse managers who exhibited transformational behaviors—such as recognizing individual contributions, encouraging professional development, and communicating clear goals—were more successful in motivating their teams. These behaviors not only enhanced job satisfaction but also strengthened nurses' emotional attachment to the hospital. As a result, nurses demonstrated improved performance outcomes, including better patient care quality, higher efficiency in task execution, and greater teamwork.

These findings align with studies conducted in diverse healthcare contexts. For example, a study by Latifah Alenezi, et al. (2023) found that transformational leadership was positively associated with

higher levels of nurse satisfaction and lower burnout rates (Latifah Alenezi et al., 2023). Similarly, a systematic review by Thakkar et al. (2024) concluded that transformational leadership is a crucial factor in promoting positive organizational outcomes in nursing, including improved patient safety and quality of care (Thakkar et al., 2024).

The significance of transformational leadership in Pidie Jaya Regional General Hospital may be particularly pronounced due to the resource constraints and high-pressure work environment characteristic of many public hospitals in Indonesia. In such settings, inspirational leadership can help nurses overcome challenges, maintain morale, and deliver high-quality care despite limited resources.

### **3.6 Transactional Leadership and its Limitations**

While transactional leadership was acknowledged for its role in maintaining order and ensuring task completion, participants perceived it as less effective in fostering long-term job satisfaction or organizational commitment. This finding is consistent with the broader literature, which suggests that transactional leadership, characterized by contingent rewards and corrective actions, may be insufficient for inspiring high levels of performance or commitment among nurses.

The focus on rules and rewards under transactional leadership, as described by the study's participants, often failed to address the intrinsic motivators that drive nurses to excel. Nurses often seek more than just financial incentives or adherence to protocols; they desire recognition for their contributions, opportunities for professional growth, and a sense of purpose in their work. Transactional leaders, while effective in ensuring compliance, may not always provide the emotional support or developmental opportunities that foster job satisfaction and organizational commitment.

This limitation of transactional leadership is particularly relevant in the context of nursing, where emotional labor and interpersonal skills are essential components of the job. Nurses must often manage complex patient needs, navigate difficult family interactions, and cope with emotionally challenging situations. Transformational leaders are better equipped to support nurses in these tasks by providing empathy, encouragement, and a sense of shared purpose (An et al., 2025).

### **3.7 The Mediating Role of Job Satisfaction**

Job satisfaction emerged as a critical mediator between leadership styles and nurse performance. Nurses who reported high levels of job satisfaction attributed this to supportive leadership practices, manageable workloads, and opportunities for skill development. This finding underscores the importance of creating a positive work environment that addresses both the extrinsic and intrinsic needs of nurses.

Previous research has consistently demonstrated the link between job satisfaction and nurse performance. For example, a meta-analysis by Arbel, (2024) found a strong positive correlation between job satisfaction and nurse retention, patient satisfaction, and overall quality of care. Job satisfaction is also linked to reduced absenteeism, burnout, and turnover rates, which are significant concerns in the nursing profession (Arbel O., 2024).

In the context of this study, the factors contributing to job satisfaction—supportive leadership, professional growth opportunities, and positive team dynamics—highlight the multifaceted nature of this construct. Nurse managers who prioritize these factors are more likely to foster a motivated and committed workforce, which translates into improved performance outcomes.



### 3.8 The Role of Organizational Commitment

Organizational commitment was another key mediator influencing nurse performance. Nurses who felt emotionally attached to the hospital were more likely to exhibit high levels of dedication and effort. Transformational leaders were particularly effective in fostering affective commitment by creating a sense of belonging and shared purpose (Katoda et al., 2024).

Organizational commitment encompasses three dimensions: affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (sense of obligation). Affective commitment is considered the most influential in driving positive outcomes, such as improved job performance and reduced turnover.

This study's findings align with previous research indicating that transformational leadership is particularly effective in fostering affective commitment by creating a sense of belonging and shared purpose among employees (Ali & Anwar, 2021). Transformational leaders inspire nurses to identify with the organization's mission and values, which strengthens their emotional attachment and willingness to contribute to its success.

### 3.9 Contextual Considerations in Indonesia

It is essential to consider the contextual factors that may influence the relationship between leadership styles, job satisfaction, organizational commitment, and nurse performance in Indonesia. Resource constraints, high patient-to-nurse ratios, and limited access to professional development opportunities are common challenges faced by healthcare facilities in the country, particularly in rural areas like Pidie Jaya.

These challenges can exacerbate the pressure on nurses, leading to increased stress, burnout, and reduced job satisfaction. In such settings, effective leadership becomes even more critical for maintaining morale, fostering resilience, and ensuring high-quality patient care. Transformational leaders who provide support, encouragement, and opportunities for growth can help nurses overcome these challenges and remain committed to their profession (Sharma, 2024).

### 3.10 Implications for Practice

The findings of this study have several practical implications for healthcare administrators and nurse managers at Pidie Jaya Regional General Hospital and similar institutions. These include:

- **Prioritizing Transformational Leadership Development:** Invest in training programs focused on developing transformational leadership skills among nurse managers. These programs should emphasize techniques for inspiring, motivating, and supporting nurses.
- **Creating a Supportive Work Environment:** Implement strategies to improve job satisfaction, such as reducing workload, providing opportunities for professional growth, and fostering positive team dynamics.
- **Enhancing Organizational Commitment:** Promote a culture of belonging and shared purpose by involving nurses in decision-making processes and recognizing their contributions.
- **Addressing Resource Constraints:** Advocate for increased resources to alleviate workload pressures and improve patient care.
- **Providing Emotional Support:** Offer counseling or support services to help nurses cope with stress

and emotional challenges.

By implementing these strategies, healthcare administrators can foster a motivated and committed nursing workforce capable of delivering high-quality patient care, even in challenging environments.

#### 4. Conclusions

This qualitative study provides a comprehensive analysis of the impact of nurse manager leadership styles on nurse performance at Pidie Jaya Regional General Hospital, mediated by job satisfaction and organizational commitment. The findings highlight the significant role of transformational leadership in fostering a positive work environment, enhancing nurse morale, and ultimately improving patient care outcomes. The study confirms that transformational leadership practices, such as inspiration, recognition, and support for professional development, are crucial for enhancing job satisfaction and strengthening organizational commitment among nurses. These mediating factors, in turn, contribute to improved nurse performance, characterized by higher quality of care, increased efficiency, and enhanced teamwork. In contrast, while transactional leadership effectively maintains order and ensures task completion, it falls short in fostering the intrinsic motivation and emotional connection necessary for long-term commitment and satisfaction. Nurses value supportive leaders who recognize their contributions, provide opportunities for growth, and create a sense of shared purpose within the organization. These findings have significant implications for healthcare administrators and nurse managers, emphasizing the need to prioritize transformational leadership development within the Indonesian healthcare context. By investing in training programs that equip nurse managers with the skills to inspire, motivate, and support their teams, hospitals can cultivate a more engaged and committed nursing workforce.

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