

Role Of Nursing Administration And Leadership In Developing Nationalist Nursing Force: Systematic Review

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Abstract

Background: Nursing Administration and leadership play an important role in the management and development of nationalist nursing force in any state. Keeping in view the systematic review was conducted by thorough literature review.

Aim: The purpose of the research is to analyze the role of nursing administration and leadership in developing a nationalist nursing force in Saudi Arabia.

Method: A systematic search of databases including PubMed and google scholar was conducted to identify relevant studies published during the period of 2000 to 2023. The inclusion criteria for this study consisted of selecting articles written in English that specially examined nursing administration and leadership in multidisciplinary hospital teams. Additionally, the chosen articles had to use well-established scales for measurement and provide valuable data on nursing leadership and administration leading to a nationalist workforce. After

initial screening and quality assessment, six studies were included in the synthesis.

Results: It revealed a consistent pattern of administration and leadership skills that leads to a nationalist workforce.

Performance, commitment, and job satisfaction, which are the key factors in workplace, are found to be dependent and influenced by leadership and administration skills. Effective leadership and administration were identified as crucial factors in mitigating nationalism and fostering nationalism among nurses in the workplace.

Conclusion: The review underscores the importance of promoting nursing administration and leadership skills to develop and enhance a nationalist workforce in hospital settings. The research concluded that administration and leadership through empowering nurses at the workplace play a vital role in the development of nationalism among employees especially nurses in hospital settings.

Keywords: Nurse, Leadership, Administration.

Introduction

In the dynamic landscape of contemporary healthcare, nursing administrators and leaders' roles extend beyond conventional managerial functions, encompassing a broader aspiration to instill a profound sense of commitment to their work within their country. As healthcare systems adapt to the evolving needs of societies, the imperative to cultivate not only skilled healthcare professionals but also passionate advocates of a nation's health become increasingly vital. The nursing administrators and leaders could potentially employ certain strategies to make sure that nurses under their care can fulfill the responsibilities, actions, and strategies that are necessary for their country's health. By shaping organizational culture and facilitating professional development to foster a cohesive sense of identity and supportive leadership, they can effectively exercise their influence and power in promoting health locally and nationally. (Alharbi et al., 2022; Shahbal et al., 2022; Shahbal et al., 2023; Noshili et al., 2022; Oraibi et al., 2022)

Migration of foreign medical graduates peaked in 2019, with more than 50% of newly registered doctors. Leaving one's country can entail many risks and issues for both professionals and

their home countries; one major disadvantage faced by nurses moving to other countries is the experience of racism (Turritin et al., 2002). Some countries are relying increasingly on imported labor, with potentially damaging consequences for the healthcare systems in many countries, especially in Saudi Arabia and Africa. Indiscriminate poaching of health professionals is also likely to damage receiving countries in the long term (Ahmad et al., 2019).

Fostering nationalism among nurses holds intrinsic importance within the healthcare landscape as it cultivates a workforce deeply connected to their nation's health. A nursing force unified by a shared commitment to their country's healthcare goals can significantly enhance the efficacy of healthcare delivery. Nurses are more likely to align their professional aspirations with the health priorities of their nation when they feel valued in their social setting. Moreover, a strong sense of nationalism can engender a heightened level of organizational commitment and engagement among nurses, leading to improved patient outcomes and a positive social atmosphere at hospitals. (Wytenbroek, 2022)

To increase nurses' organizational commitment, nursing administrators and leaders can adopt several approaches; by fostering a supportive and inclusive organizational culture that values each nurse's contributions can enhance their sense of belonging as researches show that a reduced quality of work life can increase turnover among Saudi Arabian nurses (Almalki et al., 2012). Research also shows that effective supervisory performance can significantly improve organizational outcomes (McGilton et al., 2016) and social support from managers' leadership can result in Affective and normative commitment (Im, 2015).

Encouraging open communication channels, Staffing and resource adequacy' and involving nurses in decision-making processes can further empower them and foster a sense of ownership resulting in increased commitment (Im, 2015). When nurses perceive their organization as supportive and open to communication and teamwork, they are more likely to feel committed to their organizations and jobs (Butt et al., 2012) Support from leadership could involve offering training programs, mentorship opportunities, and pathways for advancement within the organization.

Furthermore introducing leadership styles that recognize and celebrate nurses' achievements and contributions, can reinforce their sense of commitment. Regular acknowledgment of

their hard work and dedication can create a positive feedback loop where nurses are motivated to continue excelling in their roles. Finally, effective leadership plays a pivotal role in influencing nurses' commitment. Nursing administrators who lead by example, demonstrate empathy and provide guidance not only inspire trust but also set a standard for commitment and dedication that nurses are likely to emulate. (Noshili et al., 2022; Batool et al., 2022; Al-Kubaisi & Shahbal, 2022)

In conclusion, nursing administrators and leaders can significantly enhance nurses' organizational commitment by nurturing a strong sense of belonging, facilitating professional growth, recognizing achievements, and providing exemplary leadership. This commitment not only benefits individual nurses but also contributes to the overall effectiveness of healthcare delivery and the nation's health outcomes.

Research Question

What is the Nurses' Leadership and administration's role in promoting commitment among nurses of Saudi Arabia?

General objectives

Investigate policies and techniques employed by the Saudi nurse leadership and administration to increase organizational commitment and nationalism.

Specific objectives

Assessing the effects of different techniques used by nurses' leadership and administration on aspects of organizational commitment.

Method

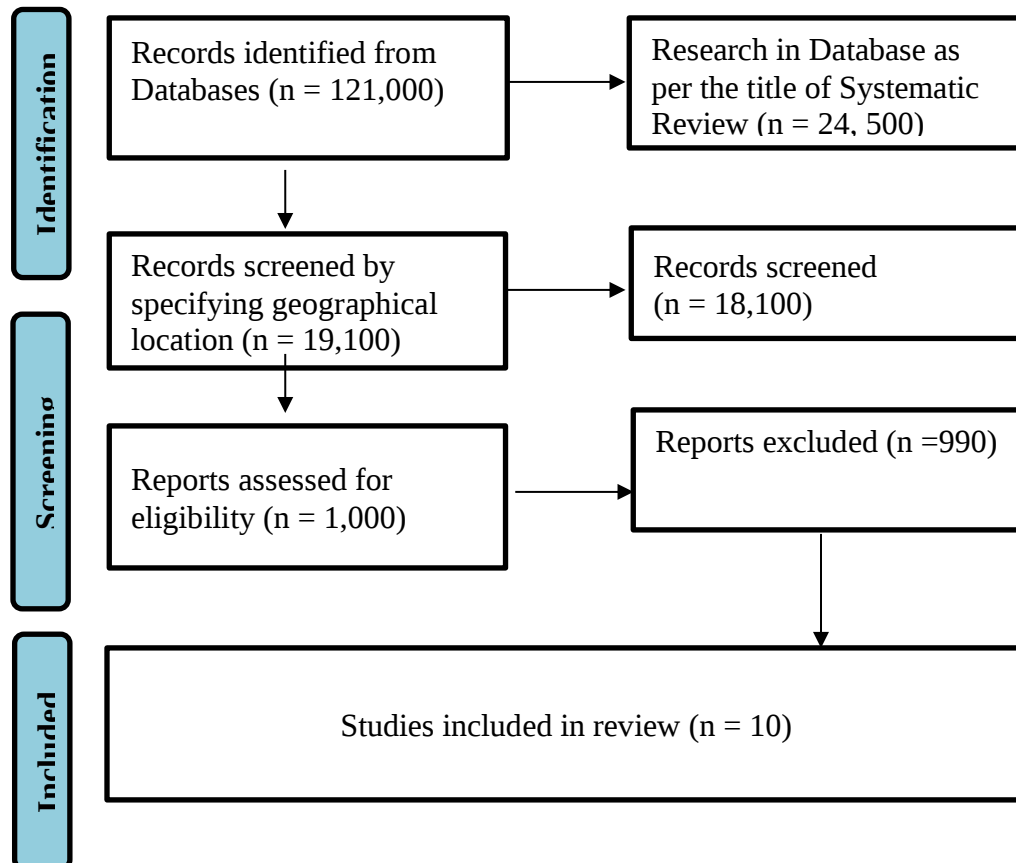
Search strategy and study selection

The search strategy for this systematic review followed the guidelines outlined in the Cochrane Handbook for Systematic Reviews of Interventions (Higgins et al., 2019). A detailed search was conducted through Google Scholar, using search terms related to "nurses", "leadership", "administration", "commitment" and "Job satisfaction." The search was restricted to the English language and publication year from 2000 to 2023.

The search results were screened and duplicates were removed which resulted in 17000- 18000 research. After screening out the unrelated titles the full text of the selected articles were retrieved for further assessment based on predefined inclusion

criteria. The criteria for inclusion in the study was quantitative research that showed an effect of nurses' leadership and/or administration policies effect on nurses' organizational commitment. Various types of organizational commitment were also considered. The systematic review focused on the identification and analysis of relevant quantitative research.

Figure-1 PRISMA Flow Diagram for Systematic Review



The overall quality of evidence was assessed based on established criteria, taking into account study design, risk of bias, consistency of results, and precision. The results will contribute to our understanding of what role nurses' administration and leadership play in promoting nationalism and commitment among Saudi Arabian nurses. The PRISMA diagram is providing complete details for researches identified, screened and included in systematic review.

Techniques used by nurses' leadership, administration, and Effectiveness of interventions.

No	Techniques used by managers/leaders	Effectiveness of interventions	Reference
1	Empowering leadership	Increased affective commitment	(Al Otaibi et al., 2022)
2	Leadership styles and employee empowerment	Promoting organizational commitment	(Asiri et al., 2016)
3	Recognition, technical aspects of supervision, work conditions, utilization of skills, job advancement, and pay	Improved Job Satisfaction	(Al-Ahmadi, 2002)
4	Transformational leadership	Value commitment & Commitment to stay	(Al-Yami et al., 2018)
5	Transactional and transformational leadership	Increased Job satisfaction	(Alshahrani & Baig, 2016)
6	Managerial competence	Increased organizational commitment	(Almutairi & Bahari, 2022)
7	transformational leadership	extra effort, leadership effectiveness and job satisfaction	(Alshammari, 2014)
8	Gender differences among staff and managers	Male leadership resulted in higher chance of Transformational leadership and higher Job satisfaction	(Alghamdi et al., 2018)
9	Work environment	Positive nurses behavior	(Al Moosa et al., 2020)
10	transformational leadership, and transactional leadership	Job satisfaction	(Abualrub & Alghamdi, 2012)

Table 1 Characteristics of Studies variables and affect outcome variables

Significant Predictor variables	outcome variables	Predictor: Leadership/Administration	Outcome for staff nurses	r and p-value	Reference
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		M	SD	M	SD		
Empowering leadership	Affective commitment						Al Otaibi et al, 2022
Empowering leadership and psychological empowerment	Work Engagement						Al Otaibi et al, 2022
Transactional leadership	Commitment	2.12	0.64	4.32	1.43	0.027*	(Asiri et al., 2016)
Laissez-faire Leadership	Commitment	1.26	1.02	4.32	1.43	0.012*	(Asiri et al., 2016)
Empowerment/ autonomy	Commitment	4.70	.90	4.32	1.43	0.016*	(Asiri et al., 2016)
Recognition	Job Satisfaction						(Al-Ahmadi, 2002)
Technical aspects of supervision	Job satisfaction						(Al-Ahmadi, 2002)
Work conditions	Job satisfaction						(Al-Ahmadi, 2002)
Utilization of skills	Job satisfaction						(Al-Ahmadi, 2002)
Job Advancement	Job satisfaction						(Al-Ahmadi, 2002)
Pay	Job satisfaction						(Al-Ahmadi, 2002)
Transformational leadership	Organizational commitment	2.52	0.75	4.97	0.99	<.01	(Al-Yami et al., 2018)
Transactional leadership	Organizational commitment	2.50	0.73	4.97	0.99	<.01	(Al-Yami et al., 2018)
Passive–avoidant leadership	Organizational commitment	1.36	0.87	4.97	0.99	<.01	(Al-Yami et al., 2018)
Transactional leadership	Job Satisfaction	3.58	0.68	3.40	0.57	0.001**	(Alshahrani & Baig, 2016)

Transformational leadership	Job satisfaction	3.32	0.72	3.40	0.57	0.001**	(Alshahrani & Baig, 2016)
Professional support	Job Satisfaction	n.a	n.a	3.40	0.57	0.007**	(Alshahrani & Baig, 2016)
Laissez-faire Leadership	Job Satisfaction	n.a	n.a	3.40	0.57	0.01**	(Alshahrani & Baig, 2016)
Managerial competence	Organizational commitment	152.9	48.41	49.4	22.15	p < .05	(Almutairi & Bahari, 2022)
Idealized influence (attributed)	Extra effort & job satisfaction	2.48	.53	2.5 & 2.54	.59 & .60	.821** & 864**	(Alshammari, 2014)
Idealized influence (behavioral)	Extra effort & job satisfaction	2.39	.53	2.5 & 2.54	.59 & .60	.825** & 853**	(Alshammari, 2014)
Inspirational motivation	Extra effort & job satisfaction	2.46	.57	2.5 & 2.54	.59 & .60	.870** & 882**	(Alshammari, 2014)
Intellectual stimulation	Extra effort & job satisfaction	2.28	.50	2.5 & 2.54	.59 & .60	.800** & .814**	(Alshammari, 2014)
Individualized consideration	Extra effort & job satisfaction	2.35	.55	2.5 & 2.54	.59 & .60	.845** & .867**	(Alshammari, 2014)
Contingent reward	Extra effort & job satisfaction	2.35	.55	2.5 & 2.54	.59 & .60	.845** & .867**	(Alshammari, 2014)
Management-by-exception (Active)	Extra Effort & Job Satisfaction	2.29	.43	2.5 & 2.54	.59 & .60	.576** & .619*	(Alshammari, 2014)
Management-by-exception (Passive)	Extra Effort & Job Satisfaction	1.57	.50	2.5 & 2.54	.59 & .60	.431* & -.502**	(Alshammari, 2014)
Laissez-faire Leadership	Extra Effort & Job Satisfaction	1.58	.48	2.5 & 2.54	.59 & .60	.417* & -.488**	(Alshammari, 2014)
Gender differences	Job Satisfaction	n.a.	n.a	3.69	0.49	<.001	(Alghamdi et al., 2018)

of staff and manager							
Gender differences of staff and manager	Transformational Leadership Behaviors	n.a	n.a	3.43	0.81	<.001	(Alghamdi et al., 2018)
Nurse manager ability, leadership And support of nurse	Participants in Hospital affairs	2.9	0.60	3.0	0.47	0.721**	(Al Moosa et al., 2020)
Staffing and resources adequacy	Quality of care	2.6	0.70	3.1	0.45	0.606**	(Al Moosa et al., 2020)
Nurse manager ability, leadership And support of nurse	Quality of care	2.9	0.60	3.1	0.45	0.629**	(Al Moosa et al., 2020)
Staffing and resources adequacy	Participants in Hospital affairs	2.6	0.70	3.0	0.47	0.618**	(Al Moosa et al., 2020)
Transformational leadership	Job satisfaction,	3.43	0.82	3.69	0.49	0.45**	(Abualrub & Alghamdi, 2012)
Transactional leadership	Job satisfaction	2.98	0.57	3.69	0.49	-0.14*	(Abualrub & Alghamdi, 2012)

*P < 0.05, **P < 0.01

Research Matrix

	Author, Year	Aims/ Objective	Hypothesis	Definition	Variables	Analysis	Conclusions
01	Al Otaibi et al., 2022	This study aims to investigate to role of empowering leadership and psychological empowerment on nurses' work engagement and affective commitment.	Empowering leadership and psychological empowerment positively affect nurses' work engagement and affective commitment	The study may have provided an operational definition of empowering leadership, affective commitment and work engagement and psychological empowerment	Empowering leadership (EL), affective commitment (AC) and work engagement and psychological empowerment (PE)	Structural equation modelling (SEM) to assess the relationship between empowering leadership (EL), affective commitment (AC) and work engagement (WE) while testing for the mediating role of psychological empowerment (PE).	EL significantly relates to AC. AC similarly significantly relates to WE. Further, the results showed that PE substantially mediates the relationship between EL and WE. There is no significant direct relationship found between EL and WE.
02	Asiri et al., 2016	To analyze the relationships between perceived leadership styles (specifically transformational, transactional, and laissez-faire), psychological empowerment, and nurses' organizational commitment	Nurses' perception of the leadership style of their managers, as well as their level of psychological empowerment, significantly influence their organizational commitment	The study may have provided an operational definition of transformational leadership, Transactional Leadership, Nurses' commitment, Psychological Empowerment	Transformational leadership, Transactional Leadership, Nurses' commitment, Psychological Empowerment	The SPSS program version 19 was employed to perform descriptive and inferential statistics including correlation and stepwise multiple regression analysis	The study findings suggest that leadership styles and employee empowerment could play an instrumental role in promoting organizational commitment of nurses working in acute health care settings, at least in the Saudi Arabian context.
03	Al-Ahmadi, 2002	To examine the magnitude and determinants	Significant correlation would exist between	The study may have provided an operational	Utilization of skills Job advancement Pay	Data analysis consisted of descriptive Statistics, t-tests, one	The study has important implications for The way that Ministry of

		Of job satisfaction in nurses working in Ministry of Health Hospitals Riyadh, Kingdom of Saudi Arabia.	Recognition, technical aspects of supervision, Work conditions, utilization of skills, job Advancement, pay and Job Satisfaction	definition of utilization of skills Job advancement Pay Colleagues Recognition Autonomy Job Security Supervision/human Supervision/Technical Work Conditions	Colleagues Recognition Autonomy Job Security Supervision/human Supervision/technical Work Conditions	way-analysis of variance, correlation Analysis, and regression analysis	Health hospitals are managed and For its policies regarding several aspects of human Resources including efficient and effective use of nursing
04	Al-Yami et al, 2018	To examine how nurse managers' leadership styles and nurses' organizational commitment in Saudi Arabia relate.	The significant positive relationship between leadership styles, and nurses' organizational commitment	The study may have provided an operational definition of transformational and transactional leadership styles and organizational commitment	Transformational and transactional leadership styles and organizational commitment	Hierarchical regression analysis for variables predicting organizational commitment was conducted	Introducing the Full Range of Leadership models to the Saudi nursing workforce could help to prepare Saudi nurses for positions as nurse managers and leaders.
05	Alshahrani & Baig, 2016	To evaluate the effect of transformational and transactional leadership styles of head nurses on the job satisfaction of staff nurses in critical care units	Adopting a Transformational (TF) leadership style among head nurses significantly enhances staff nurses' job satisfaction	The study may have provided an operational definition of transformational and transactional leadership styles and job Satisfaction	Transformational and transactional leadership styles and job Satisfaction	The multifactor leadership questionnaire (MLQ-5X) and job satisfaction survey with demographics were used. Staff nurses (N=89) reporting to 8 nurse leaders responded as per the requirements of	The study emphasized the importance of TF style of head nurses for increasing staff nurses' job satisfaction. It is suggested that nurse leaders should be trained in TF style of leadership and provided more

		(CCU) of a tertiary care hospital.				MLQ-5X and filled the job satisfaction survey. ANOVA, correlation coefficient (Pearson r) and multiple linear regression were used for analyses.	support and training for Effective management of CCU
06	Almutairi, & Bahari, 2022	The purpose of this study was to determine the relationship between managerial competence level and organizational commitment among nurses in Saudi Arabia	Managerial competence level and organizational commitment among nurses in Saudi Arabia would be positively correlated	The study may have provided an operational definition of managerial competence and organizational commitment	Managerial competence and organizational commitment	Multivariate regression was used to determine the relationship between managerial competence and organizational commitment while controlling for demographic variables.	Future studies addressing potential issues for improving managerial competence and organizational commitment in clinical environments are recommended
07	Alshammari, 2014	The study aimed to investigate the nursing leadership styles of nurse managers in Saudi Arabian hospitals, particularly focusing on their association with organizational outcomes like leaders' effectiveness, staff effort, and	Nursing leadership styles have a significant relationship with leaders' effectiveness, staff willingness to exert extra effort, and staff satisfaction.	The study may have provided operational definitions for the leadership styles according to Multifactor Leadership Questionnaire as well as for extra effort, and staff satisfaction	Multifactor Leadership Questionnaire	Bivariate Correlations were generated, and an independent samples t-test was run to assess the Statistical difference in the mean scores between the staff and leaders. A series of three Confirmatory factor analyses (CFA) was conducted to assess the	The results of this study suggest that transformational leadership factors were the best Predictors of the organizational outcomes of extra effort, leadership effectiveness and Job satisfaction

		satisfaction				factor structure of the MLQ	
08	Alghamdi et al, 2018	To compare nurses' job satisfaction and perceptions of transformational leadership style of their manager among four different nurse/manager gender dyads in Saudi Arabia.	Gender interactions may moderate the relationship between job satisfaction and leadership perceptions.	The study may have provided operational definitions for job satisfaction and Transformational leadership	Job satisfaction and Transformational leadership	The hypotheses were tested by Calculating factorial ANOVA with the main effects of the gender of The nurse, gender of the manager, the interaction term on the Nurse's job satisfaction and the perceived TF leadership behaviors of their manager.	These findings contrast with what other researchers have reported that nurse job satisfaction and perceived leadership characteristics of their manager are independent of the gender of the manager. These perceptions of Saudi nurses may be a result of "sex-role spillover" in a male-dominated, gender-segregated society.
09	Al Moosa et al, 2020	To assess nurses' perception of the work environment in a tertiary care hospital in Saudi Arabia.	Significant effect of work environment on nurses outcomes	The study may have provided operational definitions for nurse manager ability, leadership And support of nurse, Participants in Hospital affairs Staffing and resources adequacy	Nurse manager ability, leadership And support of nurse, Participants in Hospital affairs Staffing and resources adequacy Quality of care	Pearson Correlation Between Practice Environment of the Nursing Environment Index	When organizational values align with individual values of Nurses, these rns tend to be more satisfied. This study can Guide policy makers, administrators, nurse leaders and Educators, to identify areas to improve nurses' work Environment; which could

				Quality of care			translate into significant improvement in patient outcomes. This study calls for the Creation of positive practice environments that support Excellence, attract and retain nurses, and positively affect Both patient outcomes and nurse satisfaction.
10	Abualrub & Alghamdi, 2012	To examine the impact of leadership styles of nurse managers on Saudi nurses' job satisfaction and their intent to stay at work	Leadership styles would affect Job satisfaction and Intention to stay at work	The study may have provided operational definitions for Leadership styles, Job satisfaction, Intention to stay at work	Leadership styles, Job satisfaction, Intention to stay at work	Pearson's correlation (r) was used to test the correlations between The study variables. Hierarchical regression analysis Was also used to examine how much of the variation In resultant variables was explained by predictor variables	The results of the study emphasized the importance of transformational leadership, which indicates the need for further attention to training and development of effective leadership behaviors.

Discussion:

The primary objective of this comprehensive review is to understand the multifaceted effects of diverse managerial and leadership techniques on employee outcomes, with a specific focus on interventions that aim to enhance organizational commitment, job satisfaction, and commitment to stay. By concentrating on these essential aspects, the review seeks to uncover valuable insights into the efficacy of various strategies employed by nurse managers and leaders within the unique context of Saudi Arabia. Furthermore, the findings are expected to improve our understanding of the impact of leadership and managerial strategies on employee attitudes and commitment within the broader organizational framework. (Alotaibi et al., 2022)

The findings derived from this comprehensive review contribute significantly to the existing body of knowledge in the realm of leadership and management practices. The present review utilizes the findings of researches in Saudi Arabia by including quantitative studies with a diverse number of interventions and their effects on employee outcomes in detail. Notably, the referenced studies are underpinned by empirical research designs that lend credibility and reliability to the reported results. (Alruwaili et al., 2022)

The collective view of the findings of the studies included in this review provides evidence for the positive influence of specific managerial and leadership techniques on employee attitudes and commitment. This is exemplified by studies such as Al Otaibi et al. (2022) and Asiri et al. (2016), which show that by empowering employees and employing leadership styles characterized by motivational and positive influence can result in more dedicated and committed employees as these studies illustrate a notable increase in affective commitment and organizational commitment among employees. Similarly a research conducted by Al-Ahmadi (2002) emphasizes the importance of several leadership and administration factors, including recognition, technical supervision, work conditions, skill utilization, job advancement, and pay, in augmenting job satisfaction.

The findings of Al Moosa et al. (2020) highlight the pivotal role of the work environment in shaping the behaviors of nurses. Enhanced leadership, a supportive work environment, and the provision of adequate staffing and resources were identified as catalysts that can spark nurses' interest in their hospital roles, thereby enhancing the quality of patient care. Additionally, the theme of transformational leadership emerges as a recurrent motif across the reviewed studies.

This is evident in the work of Al-Yami et al. (2018), Alshahrani & Baig (2016), and Abualrub & Alghamdi (2012), which collectively reveal a clear association between transformational leadership and positive employee outcomes. This includes facets like value commitment, commitment to stay, and amplified job satisfaction. Such findings are in congruence with established literature on the transformative leadership approach, which highlights visionary and inspiring leadership behaviors capable of motivating employees (Demirhan, 2020).

One other nuanced finding that could be specific to the Saudi Arabian context implies an interesting correlation between gender and leadership style. The findings suggest that male leaders are more inclined to exhibit transformational leadership traits, and this is also positively correlated with heightened job satisfaction (Alghamdi et al., 2018).

The diverse range of interventions examined within this review attests to the multifaceted nature of effective leadership and management. From empowering leadership approaches to manifestations of managerial competence, each avenue demonstrates its distinct potential to influence nurses' attitudes and commitment, contributing to the broader narrative of organizational effectiveness. (Almutairi et al., 2022)

Limitations and Implications and what is needed to add in literature according to Saudi Context

Limitations

It is essential to acknowledge certain limitations within these studies. The primary limitation maybe it is generalizability as the review is limited to studies from Saudi Arabia there may be some issues in generalizing the findings to other cultures. Contextual factors, such as organizational culture, hospital type (Private or public etc.), and employee demographics, could contribute to potential confounding of the observed relationships and differences in the observed outcomes which is why it may prove useful to include an analysis of the demographic interaction effects on the outcomes for nurses. Furthermore, the reliance on self-reported measures in these quantitative studies may introduce response bias and impact the generalizability of the findings as such future research may benefit from including both quantitative and qualitative research available within the topic range.

Potential sources of heterogeneity within this review may arise from the wide variation in the observed techniques used by management and organizations as well as the variety of results in the form of different types of organizational commitment and satisfaction. Furthermore, similar variable may have been

measured through different scales as such results may vary for even similar variables possibly affect robustness of the findings in the possible case of studies with weaker definitions for specific variables.

Sensitivity analyses conducted in the studies provide insights into the robustness and strengthen the validity of the observed effects and the influence of individual studies on the overall conclusions. While this review provides valuable contributions to the field of organizational leadership and management, it is important to acknowledge the need for further exploration. More research is required to understand the mechanisms underlying the observed effects, as well as to explore the applicability of these findings across different industries, organizational sizes, and cultural contexts.

Implications

These findings hold implications for both practitioners and researchers, offering valuable insights into the strategies that can be employed to foster positive employee attitudes and commitment within organizations in Saudi context especially. While the study is specific to the healthcare context in Saudi Arabia, there is potential for insights from this research to be applicable in other industries and cultural contexts. However, further research is needed to explore the generalizability of these findings. By understanding the strategies that positively influence employee attitudes and commitment, organizations can implement changes that enhance employee well-being and job satisfaction.

Suggestions and Recommendations

The study suggests that a supportive work environment, adequate staffing, and resources can enhance nurses' interest in their roles, ultimately leading to improved patient care quality. Hospital administrators and leaders can leverage this information to prioritize initiatives that enhance working conditions, leading to better outcomes for patients.

The emphasis on transformational leadership highlights the importance of training and developing leaders who can inspire and motivate employees. Organizations can invest in leadership development programs that focus on these aspects to improve employee commitment and satisfaction.

Conclusion

In conclusion, this comprehensive review offers an invaluable contribution to the domain of organizational leadership and management. By unearthing the effects of various strategies on employee outcomes, it can guide policy makers,

administrators, nurse leaders, and educators towards identifying areas for improvement in the work environment. Such improvements, in turn, have the potential to yield significant enhancements in patient care outcomes and overall organizational success.

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