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## Relationship between the nurses' perception towards the nursing leadership styles and work engagement levels at general hospitals

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The general emphasis of this review is on the work engagement among staff nurses, a factor that is, in some cases, enhanced by transformational leadership and transactional leadership style. Whereas in other cases, the passive-avoidant leadership style adversely affects the work engaged of staff nurses. The findings of this review have direct implications for nursing practice in order to foster the growth of nurse leaders. Recommendations promote the creation of nurse manager leadership skills that reinforce transformative and transactional management while mitigating management by passive-evasive leadership behaviors. For nurse managers, the recommendation for practice is to develop their skills as leaders. This can be done through preparation, reflection self-assessment, and guidance in leadership development, both of which can have a positive effect on organizational performance and can eventually influence organizational outcomes such as staff satisfaction and intention to stay.

**Keywords:** leadership styles, work engagement, Saudi Arabia

### INTRODUCTION

The nurse managers face many challenges in improving quality and safety performance, reducing costs, recruiting and retaining high-performance nursing staff (Cheng et al. 2016). The uncertainties of healthcare reform, regulatory requirements, advancing technology, possible shortages in the workforce, population changes and economic burdens, decisions on where to allocate resources are becoming a growing challenges for nurse managers (Tomajan & Hatmaker, 2019). While addressing these challenges in a dynamic healthcare environment, nurse managers must recognize that their leadership style may have relationship with work engagement levels of staff nurses (Manning, 2016). Work engagement (WE) is recognized as an effective approach to the workplace to achieve a high-performing workforce by confirming that

staff are individually satisfied (Baghdadi et al. 2020; Rai & Maheshwari, 2020). Identifying the leadership style of nurse managers promotes the best work engagement in order to improve the intention to stay in staff nurses, and without their support and commitment, success will not be achieved in healthcare institutions (Morsiani et al. 2017). The primary goal of healthcare institutions remains the provision of high-quality cost-effective patient care that can be achieved by the collaboration of effective leaders and their staff nurses (Manning, 2016).

The process of interaction between leaders and staff nurses is defined as nursing leadership (Aldeeb & El-Demerdash, 2016). According to Northouse (2018), leadership is a process by which a group of individuals are influenced, guided, inspired and directed to achieve organizational success and goals. It is through the nurse managers' leadership style that

progress can be deliberate and successful in achieving organizational objectives. The leadership style is guided by two types of behaviors: task and relational. Leadership task behaviors allow followers to accomplish their objectives by achievement of goals. Relational leadership behaviors allow followers within the organization to feel comfortable with their situation, others and themselves (Ledlow & Coppola, 2014). The style of a leader consists of how a leader combines both kinds of behaviors to affect followers in order to attain goals. Relational leadership styles, such as transformational leadership, will be required for nurse managers to meet the current healthcare challenges (Boamah et al. 2018). Transformational leadership is anyone who encourages followers to adapt the organization's priorities and compromise their own personal interest for the organization's sake with respect to current leadership styles. Transformational leadership is composed of four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), characteristics of democratic and bureaucratic (AL-gabri et al. 2019). The style of transformative leadership has been increasingly referred to as a preferred style of leadership in nursing literature over the last decade. This is because transformational leaders have a motivational impact on their followers (Giddens, 2018; Wong et al. 2013). Transformational leaders' behaviors include providing staff support, focusing on organizational outcomes, acting as a change agent, motivating, inspiring and engaging staff nurses (Sherman et al. 2013; Wong et al. 2013). A study conducted in Pakistan by Rana et al. (2016) aimed to examine the effect of positively perceived styles of leadership (transformational and transactional leadership) on the sample of 250 teachers on the job from colleges and universities of the Punjab province. The results of study showed that two subfacets of transformational leadership that is, Idealized Influence (attributed) and Intellectual Stimulation were positive predictors of job engagement among teachers whereas Management by Exception (passive) was a negative predictor of job involvement.

Besides that, the transactional leadership defined as a type of leader who exchanges things of value with followers as a means to advance their own agenda. Transactional leaders do not individualize the needs of the followers (Sosik & Jung, 2018). It involves two dimensions of contingent rewards and management by

exception. Most leaders viewed it as the most powerful style in institutions before the advent of transformational leadership, and the key element of transactional leadership is the belief that workers are motivated by rewards (Mehrad et al. 2020). The third style of leadership is passive-avoidant leadership, defined as non-transactional and lack of leadership, which involves one dimension of laissez-faire. Leaders of this style are delaying decisions, providing no feedback, and making very little effort to meet the needs of followers (Rana et al. 2016).

Work engagement (WE) is defined as a temporary, optimistic, satisfying and work-related state of mind that is characterized by vigor, dedication and absorption and varies over a period of time within people (Orth & Volmer, 2017). WE can also be defined by great excitement, pleasure, and a strong inner compulsion to excessive work (Schaufeli et al. 2019). Work engagement that contribute to organizational success such as higher levels of commitment to the organization, higher rates of satisfaction, and lower levels of intentions (Baghdadi et al. 2020). In addition, work engagement literature indicates that there is a positive impact on employee productivity and that it is influenced by leadership style (Deichmann & Stam, 2015; Manning, 2016; Stander et al. 2015). In southeastern region of United States, a descriptive correlational design was used by Manning (2016) to evaluate the impact of nurse manager leadership style variables on staff nurse engagement at work. The study's result showed that transactional and transformational leadership styles in nurse managers had a positive impact on staff nurse engagement; the passive-avoidant leadership style had a negative impact on nurse staff engagement. Another study conducted in four German companies by Deichmann and Stam (2015) and they asserted that leadership styles are vital for encouraging employee engagement. When employees decide to leave the organization, they leave their managers, not the organization, and this brings the assumption that leadership practices have strong implications in the intentions of employees to leave. This implies that engaged employees are less likely to leave their jobs and their managers, which essentially affect the extent of such engagement. Moreover, in South African, Stander et al. (2015) performed a cross-sectional study to detect if the leadership style could effect on optimism, trust in the organization and work engagement in public hospitals and clinics and to establish whether

optimism and trust in the organization could mediate the relationship between authentic leadership and work engagement. They concluded a positive relationship between staff nurse work engagement and nurse manager authentic leadership.

According to Jaafarpour and Khani (2011) staff nurses are strongly focused on delivering care, but often do not participate in decisions on healthcare organizations, leading to a lack of autonomy and engagement among staff nurses. Consequently, lack of engagement among staff nurses to their work leads to dissatisfaction with their work, resulting in increased turnover and adverse patient outcomes (Kim & Yoo, 2018).

Not all styles of nurse manager leadership result in staff nurses being engaged. The relationship between the leadership style of nurse managers and the engagement levels of staff nurses remains uncertain (Tomajan & Hatmaker, 2019). Therefore, the aim of the current study is to investigate the relationship between the nurse manager leadership styles and the work engagement levels of staff nurses. In Saudi Arabia, these relations between the styles of nurse manager leadership and the levels of work engagement of staff nurses were minimally investigated.

The recent COVID-19 pandemic has had an impact on the economic development of both the country and the health care system. Many medical staff face uncertainty about their own health and the potential risk of COVID-19, especially medical staff working in hospitals in the public sector. The active disengagement of nursing staff is attributable to the Covid-19 threat. Unfortunately, despite the uncertain situation of the Covid-19, restricted literature on the relationship between leadership styles and staff nurse engagement. Therefore, by including the Covid-19 pandemic as a moderating situation, the current study is to determine the effect of effective leadership styles on the enhancement of staff nurse engagement.

### 1.2. Significant of study

Globalization and rapid technological developments have created situations over the last two decades in which organizations face challenges such as varying client demands and intensified competition (Li et al. 2019). In order to keep pace with these changes and retain a competitive advantage, organizations need staff who are more motivated, empowered, creative and engaged in work. Moreover, currently, the criterion of performance for any health

organization has shifted from how hard employees work to how organizations face a variety of changes that are more aware of the needs of their clients. These changes require organizations to have different styles of leadership that specifically enable staff to be more productive, inspired and engaged in their work. Nowadays the shortage of nurses is on the rise due to a variety of factors, one of them may be leadership styles that may affect the engagement of nurses at work, and this is costly for the organization as it may lead to low productivity. Leadership styles are therefore very important to study in order to know which style makes staff more engaged in their work and therefore more interested in decision-making and innovation, all of which lead to improved satisfaction, reduced intention to leave and increased organizational productivity (Wan et al. 2018).

Only a recent study on organizational commitment and leadership style in Saudi Arabia. Al-Yami et al. (2018) found that a significant positive association between staff nurses' organizational commitment and the style of transformative leadership. However, limited research studies discuss the relationship between leadership styles and staff engagement. The current study may therefore provide insight into the style of leadership that might improve staff engagement in the health care organization in Saudi Arabia. In addition, the current study may provide further insights into the current literature of effective leadership styles that could enhance staff engagement by including the COVID-19 situation. The study may also provide guidance to practitioners on how to deal with the current situation. It may help increase the engagement of nurses by providing them with effective leadership styles so that they can be guided by their nursing managers.

### Significant of the review

The importance of this review to identify the evidence to increase the body of knowledge of relationship between leadership styles and work engagement. In this way, a systematic empirical analysis and conceptual study, which looked at the relationship between leadership and employee engagement, evaluated and synthesized the studies into integrated best clinical research evidence and nurse priorities and beliefs in decision-making or change-making.

### Purpose of Review:

To identify the relationship between nursing

leadership styles and work engagement levels in general hospital.

#### PICO Question:

Among the nurses in general hospital (P), Does the leadership style (I), correlated with work engagement (O)?

#### Search Strategy:

#### Key Search Terms

Keywords created and searched in the databases from the PICO question included the following: "leadership styles", "leadership", "transformational leadership style", "transactional leadership style", "passive-avoidant leadership style", "laissez- faire", "work engagement", "nurse manger", "relationship", "general hospital", "nurse", "nurses", "nursing staff" and "registered nurse". Each of the searches consisted of two of these keywords along with "OR" and "AND": "Leadership" OR "Leadership Styles" OR "Transformational Leadership" OR "Transactional Leadership" OR "passive-avoidant leadership style" AND "Engagement" AND "Work Engagement".

#### Inclusion Criteria

- 1-English-language journal articles published with full texts
- 2-Peer-reviewed journals.
- 3-From the 2015 to 2020.
- 4-Primary original studies.

#### Exclusion Criteria

- 1-Doctoral Dissertations and unpublished manuscripts
- 2-Not peer-reviewed Articles

3-Studies identified the correlation between leadership styles of nurse manager and work engagement among nursing students and nurses in academic field.

#### Search Strategy

A comprehensive literature review of nurse manger leadership styles and work engagement was conducted in the online databases of the following sources: Cochrane Library, host EBSCO, CINAHL, and SCOPUS. Also, search the Google Scholar, KAU, and Saudi digital library were used. (See table 1)

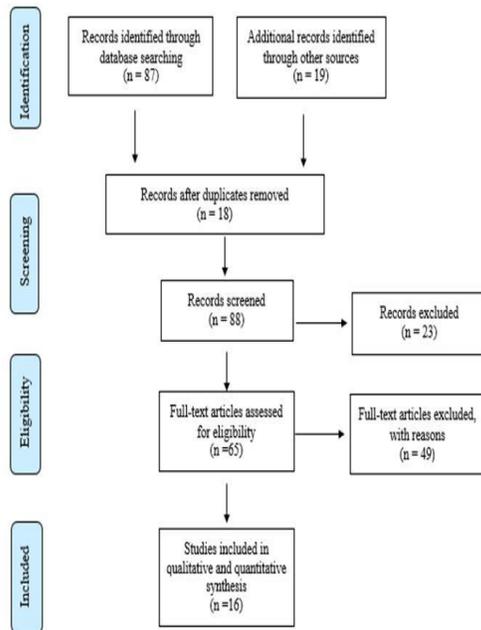
#### Study Selection Process

Different searching strategies used as mentioned before in table (1), and initially 106 articles were retrieved, and have been checked and selected for inclusion. Duplicate studies were removed and screened, while the remaining studies' titles and abstracts were checked and excluded on the basis of inclusion and exclusion criteria. Eighteen (18) publications omitted due to duplicate and the remaining studies were 88 that were screened for title. After the title screening, the researcher removed (23) articles. Those remaining articles re-screened for abstract, and found that total of (49) articles were excluded. Out of those 49 articles, the 36 articles were not relevant to the study and were omitted. In addition to, another thirteen (13) articles were omitted after full text screening. Finally, the researcher kept the remaining 16 studies to be included in the study. The full text studies were then thoroughly studied, independently reviewed and then included in the review by the researcher.

**Table 1: Search Strategy**

Searched items	Search string used (Boolean)	Data base	Articles for review
leadership styles", "leadership", "transformational leadership style", "transactional leadership style", "passive-avoidant leadership style", "work engagement", "nurse manger" "general hospital", "nurse manger", "nurse", "nurses", "nursing staff" and "registered nurse"	"AND" "OR"	EBSCO	3
		CINAHL	4
		Cochrane Library	2
		SCOPUS	2
		Google Scholar, KAU, and Saudi digital library	5

Figure (1) shows the PRISMA based on the qualitative and quantitative papers collected based on the review objective. As seen below, only 16 of the original 106 articles were actually included in the review. In the United States, three studies were carried out; two studies were performed in Egypt, two studies in Ethiopia, two studies in Malaysia, one study conducted in each of Canada, Spain, Iran, Georgia, Nigeria and Pakistan. Fourteen studies were classified as quantitative studies, one A secondary analysis and one systematic review.



PRISMA flow diagram. Adopted from (Moher et al, 2009).

### Figure 1: The process of PRISMA in finding and including articles

The current review is ordered as follows: in the first segment, a literature review focusing on leadership styles and organizational outcomes. The second segment is presented the work engagement. The third segment emphasizes on the relationship between engagement to work and styles of leadership. Lastly, the review conclusions are presented.

### Findings

The present review ultimately included a total of 16 articles, as defined in PRISMA. A summary of research findings on leadership styles and work engagement is shown in Appendix A. The quantitative and qualitative articles examined by the researcher were evaluated based on

leadership styles and work engagement. In the manner of the results of this review, earlier studies in various workplaces and countries and the researchers who have performed them clearly propose transformational and transactional leadership. The current review is an effort to understand the important place of the leadership styles of nurse managers and their different and different aspects of the workplace culture. The review also focuses on leadership styles, which emerge from the manager and workplace of the nurse, strengthen, and inspire the engagement of staff at work.

### Leadership styles and Organizational Outcomes

Several leadership styles were established in the numerous research studies (Mehrad et al. 2020). Leadership styles include authoritarian, paternalistic, democratic, transactional, laissez-faire, and transformational. The authoritarian style is displayed by the forceful leader who seeks to draw the attention of staff to his or her directives, whereas the paternalistic style is often aligned with the kind of dominant leader who insists that others obey him or her. While the democratic style is adopted by leaders who aim to achieve their objectives with the direct involvement of others. The laissez-faire style applies to leaders who support all people work together for the public purpose (Mansor et al. 2012). The two dominant and most influential organizational leadership styles in the workplace are transformational leadership and transactional leadership (Mitonga-Monga & Hlongwane, 2017). An association between the leader and staff, in which each side pursues its own desires, specifies transactional leadership. The needs of each group are achieved by explaining employee roles, the priorities of the leader, and the benefits of enforcement. Transformational leadership, however, focuses around the willingness of a leader to communicate with, appreciate, and help workers outside the traditional job exchange (Strom et al. 2014).

More robust study designs and clear positive results related to job satisfaction, staff nurse, intent to stay and outcomes of patient have been included in studies on transformational leadership style (Wong et al. 2013). A systematic review conducted by Wong et al. (2013) stated that there was a positive correlation between styles of relational leadership, high patient satisfaction, low patient mortality, medication errors, use of restraint, and nosocomial infection.

A descriptive study by Andrews et al. (2012)

to investigate the perception of leadership style among staff nurses and nurse leaders using the MLQ-5X user and rater short forms. Due to satisfaction with the leader, the differences in leadership style perception between nurses (n=179) and leaders (n=16) are found. The result showed that leaders are mainly transformative when perceived by nursing staff. There was an improvement in nurse employees' job satisfaction when leadership style was seen as transformative. The difference between the results of the nurse leader and staff nurse indicates that leaders should cultivate their knowledge of how their staffs perceive their leadership style. The distinctive way to understand the leadership style of nurses' personnel and nurse managers in the investigation addressed the vital importance of providing overview into how nurses view their leadership style to nurse managers.

A descriptive correlational study was conducted by Bormann and Abrahamson (2014) to investigate the relationship between staff nurse perception of leadership styles of nurse manager and job satisfaction of staff nurse using the MLQ-5X short form. The outcome of the study showed that a positive and significant correlation between the style of transactional leadership and the satisfaction of staff nurses. While there was a negative and significant correlation between style of passive-avoidant leadership and job satisfaction of staff nurses. This study promoted the use of transactional leadership style for nurse managers as a way of empowering employee nurses with incentives.

In Ethiopia, Negussie and Demissie (2013) carried out a descriptive - correlation study to examine the association between leadership styles of nurse managers and job satisfaction of staff nurses. A positive and significant relationship between the transactional and contingent reward nurse managers' leadership style and nurses' job satisfaction. For those managers utilizing passive and passive-avoidant leadership styles with job satisfaction of staff nurses, a negative and significant association was identified. The authors proposed that the incentive provided to the nurse was due to the important connection between leaders of transactional and contingent rewards and job satisfaction. The negative relationship between nurse managers and passive-avoidant leadership style with job satisfaction of staff nurse was proposed to explain a lack of leadership.

In many previous research studies, transformational and transactional leadership styles have increasingly become the focus.

Transformational and transactional leadership styles have been discussed in numerous studies, each study emerging with implications to adopt transformational and transactional leadership styles as a main strategy in the organization. Outcomes of transformational and transactional leadership styles that were examined included work satisfaction of staff nurses, patient satisfaction, and intent to stay of staff nurses.

### **Work engagement**

Work engagement was defined by Schaufeli and Bakker (2003) as a satisfying, positive state of mind related to work, described by three key elements: absorption, vigor and dedication. Any elements of work engagement are classified on the basis of their effect on the person at work. Absorption is the obsession of activities linked with work and vigor is the high level of motivation and devotion one brings to work. Dedication is described as the sense of arrogance one has in working with (Schaufeli & Bakker, 2010).

Nursing research has shown that some of factors in the organization such as authentic leadership style and an organizational support will precede work engagement. Job resources Access, control of over workloads, fairness, incentives and growth chances may be part of an organizational support (Bamford et al. 2013). Organizational support and work engagement are two key factors, which should be strengthened and considered by leaders and taken into account in the workplace (Gillet et al. 2017). Likewise, Hempfling (2015) clarified that organizational support is directly linked to work engagement and that people receiving support indicate a high degree of engagement.

In turn, engaged staff affect the outcome of an organization, such as job satisfaction and organizational commitment, customer satisfaction, retention rates, efficiency and profitability (Hsieh & Wang, 2015). Therefore, in the UK and Malaysia, a descriptive correlational study of 556 registered nurses by Ahmad and Oranye (2010) in two teaching hospitals to assess the relationships between the empowerment of nurses, work satisfaction and engagement in the organization. The study showed that it is important to look for factors that may be vital in enhancing a variety of behaviors in organization, such as employee engagement in their work environment. Some organizational characteristics have a profound effect on the job engagement of staff. Organizations must concentrate on developing a work atmosphere that respects staff and keeps

them motivated and optimistic, not only about their jobs, but about the organization (Strom et al. 2014).

In Malaysia, a longitudinal study conducted by Lee et al. (2017) to investigate the degree to which future job engagement can be predicted using prior organizational culture measures using Organizational Culture Assessment Instrument, Leadership Behavior Questionnaire, Copenhagen Psychosocial Questionnaire, and Utrecht Work Engagement Scale (UWES-9). The study revealed that work engagement of employees is affected by numerous factors in organization, such as style of leadership, organizational culture, and motivating a leader to have a vital impact on work engagement through work significance. According to the theoretic study of leadership styles, the theory of social learning clarified about staff acquiring values, thoughts, attitudes and actions from leaders. Furthermore, leadership styles take part an important role in any organization. In addition, both leadership styles have a direct interaction with the responses of workers and interpersonal behavior in the workplace in the behavioral approach (Lu et al. 2018).

In Salamanca, Spain, Jenaro et al. (2011) performed a descriptive-correlational study of nurses (n= 412) assigned over 30 separate nursing units to explore the relationship between characteristics of nurse, characteristics of job, and work engagement. The study found that employee satisfaction, high quality of work life, low social instability and low stress aligned with the delivery of patient care predicted job engagement. Support from managers was described as a positive and relevant variable of the subscales of staff nurse work engagement (dedication and vigor). A positive factor of staff performance, intent to stay, and job satisfaction is work engagement (Halbesleben & Wheeler, 2008).

### **Leadership styles and work engagement**

The relationship between leadership and engagement was the subject of several analyses, based on the important role of leadership and the intention of the current review, so they were further explored concisely. Leaders affect the optimism of staff, organizational engagement, collective identification, and teamwork. Performance and adjustment to growth mediate the association between human resources (HR) and leadership. Leadership influences the actions of organizations and other individuals (Dimitrov,

2015).

Bayighomog and Araslı (2019) explained in this regard that staff expects to do interesting work and receive good incentives. In effect, the existence of staff engagement will increase this desire, but some effective organizational variables need to be in place to contribute to engagement. Leadership, if properly provided, will lead to engagement and enhanced workplace performance.

In the research based on engagement and leadership style, in acute care hospitals in Canada, Bamford et al. (2013) performed a secondary survey of staff nurses (n=280). Bamford et al. (2013) proposed that authentic nurse leadership was positively associated with the engagement of staff nurse work. It was inferred that authentic leadership style of nurse manager, person and job alignment and work experience of registered nurse (years) explained 33% in work engagement of staff nurse.

In Egypt, Mousa et al. (2019) used a descriptive correlational design to examine the association between the leadership style of nurse managers and the work engagement of staff nurses using two questionnaires for data collection. The first questionnaire consists of two segments. The first segment is personal features data sheet. The second segment is a multifactor leadership questionnaire (21-item). The second questionnaire was the UWES 17-item. The findings of this study showed that transformation and transactional leadership had the highest percentage of nurse leadership perceptions (75.09 and 74.87 % respectively) and that the laissez-faire leadership style was the lowest percentage (62.29 %). In addition, dedication was the highest percentage score of nurses' work engagement (91.51%), and the lowest percentage score for absorption (80.42 %) domain. The majority of staff nurses had a high degree of work engagement (89.3%).

Moreover, there was a strongly significant positive correlation between both of the transformative, transactional leadership styles of the nurse manager and the work engagement of staff nurses, while there was a significant negative correlation between the laissez-faire leadership style of the nurse manager and the work engagement of staff nurses. The findings indicate that nurse managers who deliver guidance and coordination through transformational and transactional leadership styles can have a beneficial effect on the engagement of staff nurses and eventually enhance organizational

performance. In addition, the implementation of the specific leadership style is a key factor in fostering job engagement (Hsieh & Wang, 2015).

In Egypt, Aldeeb and El-Demerdash (2016) use a descriptive design to examine the relation between the transformative leadership of head nurses, cooperation and job engagement of staff nurses in Sidi-Salim Central hospital affiliate with the Ministry of Health in Kafer-Ehiekh governorate using the transformative leadership scale, collaborative behavior scale and UWE governorate. The results of the study revealed that sixty (60%) of the head nurses perceived their own high leadership style of transformation. There was a high degree of job engagement for more than half (50.8%) of staff nurses. The overall transformative leadership style, idealized influence and intellectual stimulation of head nurses had a significant positive relationship with the dimensions of work engagement (vigor, dedication, and absorption) and with total work engagement of staff nurses.

In Iran, Hayati et al. (2014) stated that transformational leadership has a positive impact on the actions of staff nurse. Transformational leaders move to their subordinates their interest and high degree of control. In the context of work, a decreased degree of transactional leadership creates uncertainty regarding one's social self, and this state of uncertainty inspires the deeper desire of a staff to pursue knowledge relevant to justice. Generally, a positive and significant influence of this style of leadership on job engagement was existing.

The relation between leaders and staff is valuable of serious attention (Carasco-Saul et al. 2015). The attitudes and behaviors of staff are directly affected by organizational leadership styles. Transformational leadership produces and promote an environment that builds satisfaction and support and encourages the growth of staff along with a shared organizational vision, while transactional leadership sets the underpinnings for a more transformative leadership style. The nurse leader should understand the circumstances and produce an adequate response (Popli & Rizvi, 2015).

In two countries in parallel with earlier studies: Ethiopia and South Korea, using a cross-national study, Gameda and Lee (2020) examined relationships between leadership styles, work engagement and work outcomes identified by task performance and creative work conduct. The results revealed that the style of transformative leadership had a significant positive relationship

with the work engagement and creative work conduct, while the style of transactional leadership had a significant positive relationship with the task performance of staff. Nevertheless, the style of laissez-faire leadership had a significant adverse relationship with task performance.

A study conducted by Lewis and Cunningham (2016) in Georgia to investigate the effects of perceived transformational nurse leadership on burnout and engagement of nurse workers using internet- or paper-based survey. The result of this study showed that a positive relationship exists between style of transformative leadership and work engagement. In Nigeria, a cross-sectional study conducted by Enwereuzor et al. (2018) to explore whether the person-job fit moderate the association between transformational leadership and work engagement. The results of this study showed that transformative leadership has a positive relationship with work engagement as one of the key factors of leadership style; consequently, among nurses with increased person-job fit (compatibility between individuals and the job), this positive relationship is more prevalent than with those with reduced person-job fit. In fact, the person- job fit was found to be a substantial organizational component and relevant to this discussion. All of these studies have shown that in terms of engagement, leadership styles play a major role and provide a supportive atmosphere for functioning and feeling optimistic.

In Pakistan, a cross-sectional study conducted by Habib et al. (2020) to explore the relation between interpersonal leadership, job dedication and the performance of tasks in public and private sector hospitals. The result of the study revealed that interpersonal leadership has been found to be significant and positive for nurses in terms of job engagement and role performance. interpersonal leadership is a relatively recent word that has arisen as a higher-order definition of transformational leaders incorporating features of transformative leadership and interactional justice (Bysted & Hansen, 2015).

### Literature Review Gap

Leadership style is helpful in enhancing employee engagement (Yahaya & Ebrahim, 2016). In Saudi Arabia, limited studies have investigated the connection between styles of leadership of nurse managers and the engagement of staff nurses. This study will therefore provide insight into the style of leadership that will improve staff engagement, fill both the literature gap and

have a major potential impact on practical activities. The results of the study of leadership styles would have an impact on the education system that will help academic personnel concentrate on teaching the most effective styles of leadership, so that students who graduate and become future nurse leaders will be able to use these styles of nursing.

### CONCLUSION

The purpose of this research is to look at the level of work engagement among staff nurses, which is aided in some cases by transformational and transactional leadership styles. In other cases, the passive-avoidant leadership style has a negative impact on staff nurses' engagement.

### CONFLICT OF INTEREST

The authors declared that present study was performed in absence of any conflict of interest.

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### AUTHOR CONTRIBUTIONS

AA wrote the manuscript. MS, EN, and AF gathered and analyzed the data. MS and EN reviewed the manuscript. All authors read and approved the final version.

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