

## The Relationship between Charismatic Leadership and Job Enrichment among Nursing Personnel

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### Abstract

**Background:** Charismatic leadership is a powerful leadership style that significantly influences employee motivation and organizational outcomes. In nursing, charismatic leaders can enhance job enrichment by fostering autonomy, skill development, and meaningful work experiences. **Aim:** This study aimed to explore the relationship between charismatic leadership and job enrichment among nursing personnel. **Design:** A descriptive correlational research design was used in this study. **Setting:** The study was conducted at AL Katep hospital, Giza, Egypt. **Subject:** A convenience sampling of nursing personnel was included (N:70). **Tools:** Data were collected using two tools as charismatic leadership questionnaire and job enrichment scale. **Result:** About three quarters of nursing personnel perceived a high level of charismatic leadership and more than two-thirds of them had a high level of Job enrichment. **Conclusion:** There was a highly statistically significant and strong positive correlation between charismatic leadership and job enrichment. **Recommendations:** Encourage nurse leaders to sustain their charismatic leadership skills and redesign job roles to maximize enrichment opportunities. Explore the long-term effects of charismatic leadership on nurse retention and patient outcomes.

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**Keywords:** *Charismatic Leadership, Job Enrichment, Nursing Personnel.*

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### Introduction

Leadership remains a cornerstone of organizational effectiveness and employee development, particularly in today's demanding healthcare environments. It encompasses the ability to influence individuals toward shared objectives while aligning personal values with organizational mission. As healthcare systems face increasing complexity, emotional demands, and the need for innovation, the importance of effective leadership is magnified (Holtan *et al.*, 2024).

Contemporary theories emphasize relational dynamics, employee empowerment, and motivation over traditional command-based models, reflecting a broader understanding that leadership involves inspiring optimal performance rather than solely directing tasks. In healthcare, leadership plays a pivotal role in shaping employee morale, strengthening team coordination, and improving patient outcomes, particularly amid uncertainty and emotional strain. By guiding multidisciplinary teams, supporting high-stakes decision-making, and fostering staff engagement, leadership contributes significantly to organizational effectiveness. Charismatic leadership, with its focus on emotional connection, vision articulation, and trust-building, transforms routine tasks into meaningful contributions, particularly for frontline professionals such as nurses (Mohammad *et al.*, 2023), (Holtan *et al.*, 2024).

Charismatic leadership is defined by the capacity to inspire followers through confidence, expressive communication, and symbolic behavior, in contrast to transactional leadership, which relies on exchange-based incentives. This leadership style motivates individuals to internalize a collective vision and shared values. Recent

studies have highlighted its positive impact on employee motivation, job satisfaction, and psychological resilience. In healthcare settings, charismatic leadership significantly enhances nurses' self-efficacy and resilience two critical factors for managing job stress and sustaining high performance. (*Mohammad et al., 2023*).

Transformational and relational leadership approaches incorporating charismatic elements are positively associated with nurse satisfaction and retention. In conjunction with leadership, job enrichment has emerged as a vital strategy for improving healthcare work environments by restructuring roles to enhance autonomy, task significance, and opportunities for both personal and professional growth, thereby fostering intrinsic motivation and psychological engagement. (*Gebreheat et al., 2023*). (*Gu et al., 2023*)

Unlike job enlargement which simply adds more tasks job enrichment emphasizes qualitative enhancements that increase the meaningfulness of work. One of its central outcomes, psychological empowerment, has been shown to be strongly associated with increased job satisfaction among nurses. In high-pressure settings such as hospitals, job enrichment not only supports individual well-being but also contributes to improved organizational outcomes, including lower staff turnover and enhanced patient care (*Gu et al., 2023*).

Leadership and job enrichment are closely interconnected, with effective leadership serving as a catalyst for cultivating enriched work environments. Charismatic leadership contributes to this process by articulating a clear and inspiring vision, fostering trust, and providing meaningful recognition, thereby enhancing the perceived purpose and significance of job roles core elements of job enrichment . Leadership approaches that prioritize autonomy and resource development significantly boost motivation and reduce burnout, particularly among nursing professionals. Additionally, autonomy-supportive leadership fulfills essential psychological needs and elevates employee engagement, reinforcing the structural and emotional foundations of enriched job experiences (*Holtan et al., 2024*).

Furthermore, leaders play a key role in enabling job crafting the process by which employees proactively redesign their own work to enhance alignment with their strengths and values, charismatic leadership and job enrichment form a reinforcing cycle: inspired and empowered staff are more motivated, resilient, and engaged, contributing to a more dynamic and sustainable healthcare workforce (*Bode et al., 2023*).

### Significance of the study

The nursing workforce plays a critical role in the effectiveness of healthcare delivery, with leadership style and job design being key determinants of care quality and staff well-being. Recent research highlights that engaging leadership defined by its ability to promote autonomy, motivation, and the strategic use of job resources is positively linked to greater work engagement and lower levels of burnout among nurses (*Bogaert et al., 2024*).

Nationally, the study of (The effect of charismatic leadership on nurses' empowerment and professional satisfaction: Evidence from Egyptian hospitals) by *El-Sayed & Ahmed, (2023)*, who found that charismatic supervision was associated with a 40–45% increase in professional satisfaction and empowerment. Also, the study of (Charismatic leadership and organizational citizenship behavior among nurses in Egyptian teaching hospitals) by *Youssef et al. (2023)*, also linked charismatic leadership to 48% rise in organizational citizenship behavior among nurses. Internationally, the study of (Charismatic leadership and job design: Implications for psychological empowerment and organizational performance) by *Park et al., (2023)*, that found charismatic leadership predicted approximately 42% of variance in nurses' job engagement.

While nationally, the study of (The impact of job enrichment on motivation and performance among nursing staff) by *Hegazy & Hassan, (2023)*, that found job enrichment interventions increased motivation by 40% and reduced absenteeism by 20%. Internationally the study of (Job enrichment and employee well-being in healthcare: The role of feedback and autonomy) by *Chen et al. (2023)*, that found that enriched job roles significantly improved nurses' psychological well-being observed a 35% and 25–30% reduction in burnout. Additionally, internationally the study of (Enriched job roles and leadership in clinical teams: A mixed-methods study) by *Wu & Zhang, (2024)*, further



concluded that charismatic leadership indirectly improved job enrichment by 38%, particularly through promoting autonomy and recognition. So it is necessity for exploring the relationship between charismatic leadership and job enrichment among nursing personnel.

**Aim of the study:**

This study aimed to explore the relationship between charismatic leadership, and job Enrichment among nursing personnel through the following objective:

- 1- Assess nursing personnel perception about charismatic leadership.
- 2- Identify nursing personnel perception about job enrichment.
- 3- Explore the relationship between charismatic leadership and job enrichment among nursing personnel.

**Research questions:**

Is there a relationship between charismatic leadership, and job enrichment among nursing personnel?

**Subject and method**

The subject and methods for this study was portrayed under the four main items as follows:

- |                           |                       |
|---------------------------|-----------------------|
| I. Technical item.        | II. Operational item. |
| III. Administrative item. | IV. Statistical item. |

**I. Technical item:**

Technical items for this study included: research design, research setting, subjects of the study and tools of data collection.

**Research design:**

A descriptive correlational research design was utilized in the current study.

**Research Setting:**

The current study was conducted at EL Kateb Hospital (Celeopatra Group Hospital), Dokki - Giza- Egypt.

**Study subjects:**

A convenience sample of nursing personnel was included in the current study (n:70) in AL-Kateb Hospital setting and agreed to participate in the study during the time of data collection from beginning of August 2024 to the end of October 2024.

**Inclusion criteria:**

- Experience more than one year
- Nurse work full-time and nurses with permanent status.

**Exclusion criteria:**

- Experience less than one year
- Nurse work part time
- Nurse with temporary status

**Tools of data collection:**

Two tools were used for data collection of this study as the following:

**First tool: Charismatic Leadership Questionnaire**

This tool was adapted from (*Jamal and Abu Bakar, 2017*) and modified by the researcher. Also, it consisted of two parts as following:

**Part 1: Personal characteristics data form:**

This part was used to assess personal characteristics of nursing personnel which included 8 items as gender, age, social status, monthly income, qualification in nursing education, job title, how long you have worked with current immediate supervisor, years of work experience, daily working hours, department and time work.

**Part 2: Charismatic leadership Questionnaire:**

This part was used to assess nursing personnel perception of charismatic leadership which included 7 domains with total number of 32 items as vision and inspiration = 5 items, Confidence and self-assuredness = 5 items, personal magnetism = 5 items, emotional expression = 5 items, empathy and empowerment = 5 items and charismatic communication - 7 items.

**Scoring system:**

Nursing personnel 's responses was measured on a 5-point Likert scale as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree the strongly disagree and disagree are combined and agree and strongly agree are combined with a total grade (160). according to **Mohamed et al., (2021)**, the total score were statistically calculated by summited scores of all dimensions and converted into precenteges score to assess nursing personnel percetion of charismatic leadership as the following:

- **Low level:** if the total score was less than 60%, it means less than 96 points.
- **Moderate level:** if the total score was equal or more 60% to less than 75%, it means less than  $\geq 96 < 120$  point.
- **High level:** if the total score was equal or more 75%, it means equal or more than 120 points.

**Second tool: Job Enrichment scale :**

The questions for job enrichment were standardized from **Hackman Oldham** model of job diagnostic survey (JDS) which was used by **Orphen (1976)** and modified by the researcher. Also, was used to assess nursing personnel perception for the job enrichment .it included 5 domains with total items of 27 items as skill variety = 5 items, task identity = 5 items, task significance = 6 items, autonomy = 5 items, and feedback = 6 items.

**Scoring system:**

Nursing personnel 's responses was measured on a 5-point Likert scale as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree the strongly disagree and disagree are combined and agree and strongly agree are combined with a total grade (135). according to **Saad et al., (2021)**, the total score was statistically calculated by summited scores of all dimensions and converted into percentages score to assess nursing personnel perception of job enrichment as the following:

- **Low level:** if the total score was less than 60%, it means less than 81 points.
- **Moderate level:** if the total score was equal or more 60% to less than 75%, it means less than  $\geq 81 < 102$  point.



- **High level:** if the total score was equal or more 75%, it means equal or more than 102 points.

#### **Validity of the study:**

The study tools were translated into Arabic and tested for face and content validity by a panel group of three experts specialized in nursing administration from 3 universities namely: Ain Shams University and Fayoum University to judge their clarity, relevant and accuracy through a questionnaire sheet. For both the Charismatic Leadership Scale and the Job Enrichment Scale, all items achieved universal agreement among the three experts ( $A = 3$  for every item). Consequently:  $I-CVI = 1.00$  and modified kappa ( $k^*$ ) = 1.00 for all items. Scale-level indices were  $S-CVI/Ave = 1.00$  and  $S-CVI/UA = 1.00$ , indicating excellent content validity. Internal consistency for both scales was also excellent (Cronbach's  $\alpha = 0.996$ ). No modification were done based on jury opinions regarding tools format and layout.

#### **Reliability of the study tools:**

Reliability for the utilized tools was tested to determine the extent to which the items of the tools are inter-correlation to each other. The Cronbach's alpha model considered as a model of internal consistency that is used to estimate reliability of test scores. The statistical equation of Cronbach's alpha reliability coefficient normally ranges between 0-1, (*Malkewitz et al., 2023*). The reliability of charismatic leadership scale was tested 0.996 and for job enrichment was 0.996.

#### **Ethical considerations:**

Prior study conduction, an approval obtained from the Scientific Research Ethics Committee number (32) in 20/11 / 2022 at faculty of nursing–Helwan University, in addition, an approval was obtained from the director of El-Kateb Hospital either medical or nursing for data collection. Participation in the study was voluntary and given complete full information about the study and their role before signing the informed consent. Nursing personnel were assured that anonymity and confidentiality of their information would be guaranteed. The ethical considerations included an explanation about the purpose and nature of the study, stating the possibility to withdraw at any time. Ethics, values, culture and beliefs was respected.

## **II. Operational item**

The operational items included preparatory phase, pilot study and field work.

#### **The preparatory phase:**

It included reviewing of related literature and theoretical knowledge of various aspects of the study using textbooks, articles, internet, periodicals and magazines such as Journal of nursing management.

#### **Pilot study:**

A pilot study was conducted on 10% of total sample size of nursing personnel ( $n= 7$ ). The aim of the pilot study was to confirm clarity, applicability of the tools and to estimate the time required for fulfilling the questionnaire sheets as the following: the first tool was ranged between (10-12) minutes and the second tool was ranged between (5- 10) minutes Based on the pilot study, no modifications were done and the final version was prepared for distributing to the nurse personnel. Also, all participants in pilot study were included in the total study sample.

#### **Field work:**

The actual field work started at the Beginning of August 2024 to the end of October 2024. After obtaining all official permissions the researcher met the director of El-Kateb hospital to explain the aim of the study to gain the approval of data collection.

The researcher collected data by herself through meeting nursing personnel and explaining the purpose of the study to them in the study setting. The questionnaire sheets were completed by nursing personnel. The researcher went to El-Kateb hospital one day per week about 6 nurses every visit and was present during fulfilling the questionnaires to answer any question related to the study. The time needed by nursing personnel to complete both of the study tools were ranged between (15-20) minutes. The researcher checked the completeness of each filled sheet after the nurse personnel completed it to ensure the absence of any missing data.

### III. Administrative design

To carry out the study, an official letter was issued from the Dean of faculty of nursing - Helwan University explaining the aim of the study to the medical and nursing director of El-Kateb hospital for obtaining the permission for data collection. Individual oral consent also was obtained from each nursing personnel participated in the study .

### IV. Statistical analysis

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean  $\pm$  SD). Percentage mean used to rank dimensions of charismatic leadership, and job enrichment when their total score being not equal.

Chi-Square ( $\chi^2$ ) in one sample used to compare differences between levels of charismatic leadership as well as levels job enrichment among the studied nursing personnel. Crosstab Chi-Square ( $\chi^2$ ) was used to test the association between row and column variable of qualitative data.

**Kruskal Wallis Test** was used to compare mean (Not-normally distributed) of quantitative variables at more than two groups. Pearson correlation and Scatter dot correlation was done to measure correlation between quantitative variables. Histogram distribution is good for showing general distributional features of dataset variables.

For all tests, a two-tailed p-value  $\leq 0.05$  was considered statistically significant, P-value  $\leq 0.01$  was considered highly statistically significant. While p-value  $> 0.05$  was considered not significant

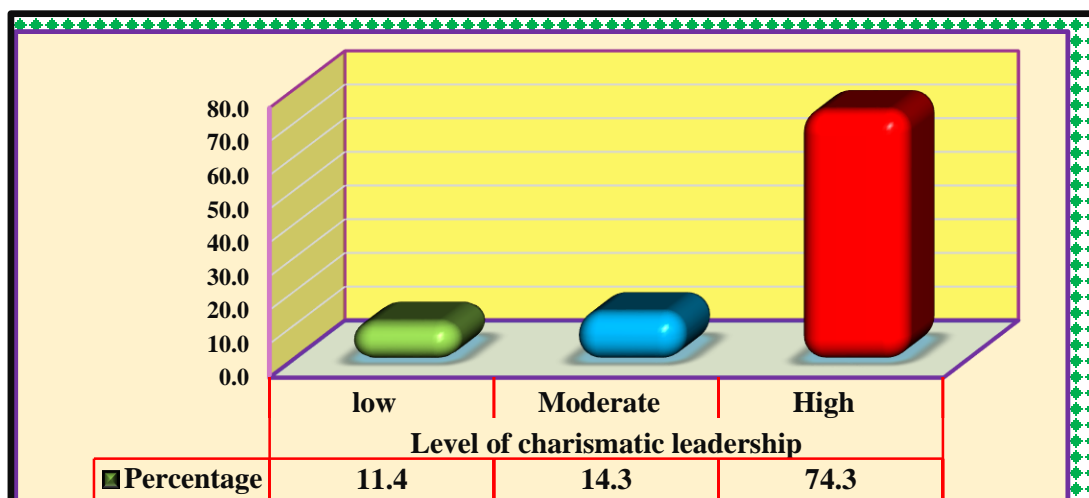
### Results:

**Table (1):** Frequency distribution of the studied nursing personnel regarding their personal characteristics (n= 70)

Personal characteristics		F	%
Age in year	▪ 20 < 30 years	45	64.3
	▪ 30 < 40 years	18	25.7
	▪ 40 < 50 years	7	10.0
	▪ Mean $\pm$ SD	29.17 6.1	
Nursing qualification	▪ Diploma nurse	11	15.7
	▪ Technical nursing institute	12	17.1
	▪ Bachelor nursing degree	42	60.0
	▪ Master nursing degree	3	4.3
	▪ Doctorate nursing degree	2	2.9
title: job	▪ Staff nurse	49	70.0
	▪ Charge nurse	13	18.6
	▪ Head nurse	4	5.7

Years of experience with current supervisor	Supervisor	2	2.9
	Director	2	2.9
	< 5 years	60	85.7
	5 < 10 years	6	8.6
	≥ 10 years	4	5.7
	<b>Mean ± SD</b>	<b>2.29 ± 2.3</b>	
Experience level	< 5 years	15	21.4
	5 < 10 years	37	52.9
	≥ 10 years	18	25.7
	<b>Mean ± SD</b>	<b>8.5 ± 5.8</b>	
Daily working hours	6 - 12 hours	10	14.3
	hours 12 >	60	85.7

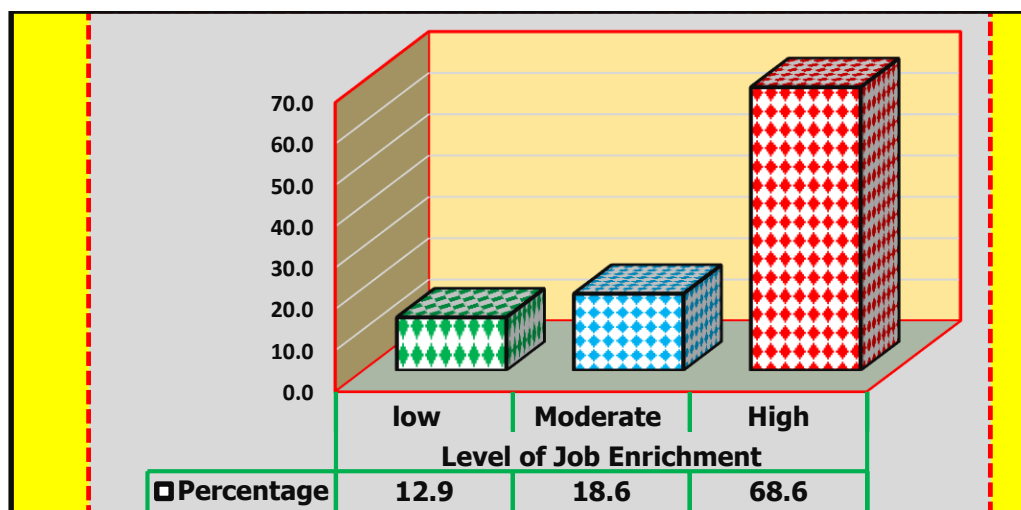
**Table (1)** it describes that 92.6% of nursing personnel ages rang from 20 < 30 years with a total mean of  $25.63 \pm 4.2$ . Moreover, it shows that 37.2% of them hold a pervious qualification of a diploma degree in nursing. Additionally, 94% & 84.7% have a year of experience with their current supervisor and in nursing field lasting for less than five years with a total mean of  $2.51 \pm 2.1$  an& d  $3.67 \pm 4.3$  respectively.



**Figure (1):** Frequency distribution of nursing personnel perception level of charismatic leadership among the studied subject (n= 70)

**Fig (1)** illustrates nursing personnel perception level of charismatic leadership among the studied subject. 74.3% of the studied nursing personnel have a high level of charismatic leadership, while, 11.4% of them have a low level. In addition to, presence of a highly statistically significant difference between level of charismatic leadership.





**Figure (2):** Percentages distribution of nursing personnel perception level of job enrichment among the studies subject (n= 70)

**Fig (2)** demonstrate nursing personnel perception level of job enrichment among the studies subject. It describes that 68.6% of the studied nursing personnel have a high level of job enrichment, while the 12.9% of them have a low level.

**Table (2):** Relation between nursing personnel perception level of charismatic leadership and personal characteristics among the studied subject (n= 70)

Personal characteristics		NO	Level of charismatic leadership						$\chi^2$	P-Value
			Low		Moderate		High			
			8	11.4	10	14.3	52	74.3		
			F	%	F	%	F	%		
Gender	▪ Male	30	2	2.9	2	2.9	26	37.1	4.2	0.119
	▪ Female	40	6	8.6	8	11.4	26	37.1		
Age in year	▪ 20 < 30	45	7	10.0	8	11.4	30	42.9	4.6	0.32
	▪ 30 < 40	18	1	1.4	2	2.9	15	21.4		
	▪ 40 < 50	7	0	0.0	0	0.0	7	10.0		
Marital status	▪ Single	29	6	8.6	10	14.3	13	18.6	25.7	0.000**
	▪ Widow	13	2	2.9	0	0.0	11	15.7		
	▪ Married	22	0	0.0	0	0.0	22	31.4		
	▪ Divorced	6	0	0.0	0	0.0	6	8.6		
Monthly Income	▪ In-sufficient	34	7	10.0	7	10.0	20	28.6	8.0	0.01**
	▪ Sufficient	36	1	1.4	3	4.3	32	45.7		
Nursing qualification	▪ Diploma	11	7	10.0	3	4.3	1	1.4	47.0	0.000**
	▪ Technical	12	1	1.4	4	5.7	7	10.0		
	▪ Bachelor	42	0	0.0	3	4.3	39	55.7		
	▪ Master	3	0	0.0	0	0.0	3	4.3		
	▪ Doctorate	2	0	0.0	0	0.0	2	2.9		
	▪ Staff nurse	49	7	10.0	9	12.9	33	47.1	4.7	0.78



<b>Job title</b>	▪ Charge	13	1	1.4	1	1.4	11	15.7		
	▪ Head nurse	4	0	0.0	0	0.0	4	5.7		
	▪ Supervisor	2	0	0.0	0	0.0	2	2.9		
	▪ Director	2	0	0.0	0	0.0	2	2.9		
<b>Experience / current supervisor</b>	▪ < 5 years	60	8	11.4	10	14.3	42	60.0	4.0	0.40
	▪ 5 < 10 year	6	0	0.0	0	0.0	6	8.6		
	▪ ≥ 10 years	4	0	0.0	0	0.0	4	5.7		
<b>Experience in nursing field</b>	▪ < 5 years	15	8	11.4	7	10.0	0	0.0	58.0	0.000**
	▪ 5 < 10 year	37	0	0.0	3	4.3	34	48.6		
	▪ ≥ 10 years	18	0	0.0	0	0.0	18	25.7		

\*Significant  $p \leq 0.05$

\*\*Highly significant  $p \leq 0.01$

**Table (2)** notes that, there is a statistically significant relation between personal characteristics (Marital status, monthly income, nursing qualification, experience in nursing field) and nursing personnel perception level of charismatic leadership, at  $P = \leq 0.01$ .

**Table (3):** Relation between nursing personnel perception level of job enrichment and personal characteristics among the studied subject (n= 70)

Personal characteristics		NO	Level of job enrichment						$\chi^2$	P-Value
			Low		Moderate		High			
			9	12.9	13	18.6	48	68.6		
			F	%	F	%	F	%		
Gender	▪ Male	30	2	2.9	2	2.9	26	37.1	8.0	0.01**
	▪ Female	40	7	10.0	11	15.7	22	31.4		
Age in year	▪ 20 < 30	45	7	10.0	12	17.1	26	37.1	8.0	0.08
	▪ 30 < 40	18	2	2.9	1	1.4	15	21.4		
	▪ 40 < 50	7	0	0.0	0	0.0	7	10.0		
Marital status	▪ Single	29	7	10.0	13	18.6	9	12.9	35.3	0.000**
	▪ Widow	13	2	2.9	0	0.0	11	15.7		
	▪ Married	22	0	0.0	0	0.0	22	31.4		
	▪ Divorced	6	0	0.0	0	0.0	6	8.6		
Income monthly	▪ In-sufficient	34	8	11.4	10	14.3	16	22.9	14.5	0.001**
	▪ Sufficient	36	1	1.4	3	4.3	32	45.7		
Nursing qualification	▪ Diploma	11	8	11.4	3	4.3	0	0.0	65.4	0.000**
	▪ Technical	12	1	1.4	7	10.0	4	5.7		
	▪ Bachelor	42	0	0.0	3	4.3	39	55.7		
	▪ Master	3	0	0.0	0	0.0	3	4.3		
	▪ Doctorate	2	0	0.0	0	0.0	2	2.9		
Job title	▪ Staff nurse	49	8	11.4	12	17.1	29	41.4	7.2	0.50
	▪ Charge	13	1	1.4	1	1.4	11	15.7		
	▪ Head nurse	4	0	0.0	0	0.0	4	5.7		
	▪ Supervisor	2	0	0.0	0	0.0	2	2.9		
	▪ Director	2	0	0.0	0	0.0	2	2.9		
	▪ < 5 years	60	9	12.9	13	18.6	38	54.3	5.3	0.25

Experience / current supervisor	▪ 5 < 10 year	6	0	0.0	0	0.0	6	8.6		
	▪ ≥ 10 years	4	0	0.0	0	0.0	4	5.7		
Experience in nursing field	▪ < 5 years	15	9	12.9	6	8.6	0	0.0	53.7	0.000**
	▪ 5 < 10 year	37	0	0.0	7	10.0	30	42.9		
	▪ ≥ 10 years	18	0	0.0	0	0.0	18	25.7		

\*Significant  $p \leq 0.05$

\*\*Highly significant  $p \leq 0.01$

**Table (3):** find that, there is a statistically significant relation between personal characteristics (Gender, marital status, monthly income, nursing qualification, experience in nursing field) and nursing personnel perception level of job enrichment, at  $P = \leq 0.01$ .



\*Significant  $p \leq 0.05$

\*\*Highly significant  $p \leq 0.01$

**Figure (3):** Scatter dot correlation between the studied nursing personnel's perception regarding charismatic leadership and job enrichment (n= 70).

**Fig (3):** Clarifies that is a highly positive statistically significance correlation between charismatic leadership and job enrichment among nursing personnel with p.v. (0.000).

## Discussion:

Charismatic leadership enhances job enrichment through vision, emotional appeal, and personalized support. This approach fosters intrinsic motivation by promoting challenging tasks, autonomy, and skill development, resulting in greater job satisfaction and performance. Research highlights a positive influence on job enrichment through psychologically empowering environments, aligning with self-determination theory by fulfilling needs for competence, autonomy, and relatedness. The synergy between leadership and enriched job design increases engagement and organizational effectiveness. (Lee et al., 2021)

Regarding personnel characteristics, the current study results were found that, the majority of nurses were aged between 20–30 years old. From the researcher's point of view, this may be due to the tendency of younger nurses to

actively participate in field-based studies and their larger representation in clinical roles within the hospital where the study was conducted.

The present study findings were in harmony with a study by *Ma'rof et al., (2024)*, who conducted the study in Malaysia entitled "*The Role of Social Influence, Charismatic Leadership, and Social Isolation in Predicting Cult Affiliation Intentions among Malaysian Youth*", also who found that the majority of the study participants, aged between 18 to 25 years old.

In addition, the current study results were supported by *Liqiang et al., (2024)* in China, about "*Transforming Youth Sports Team Performance in the Era of Digitalization: The Interplay of Charismatic Leadership, Satisfaction, and Team Engagement Drivers.*", and reported that young athletes between the ages of 22 to 30 years old.

On the other hand, the present study's findings were in opposite line with the study by of *Kolodziejczyk, (2025)*, who conducted the study in Poland about "*Impact of the Leadership Styles of School Principals on Bullying Victimization and Perpetration among Youth*", also, who revealed that charismatic leadership by school principals was associated with increased reports of both bullying victimization and perpetration among students aged 12 to 15.

Regarding nursing qualifications, the present study result were stated that less than two- thirds of nursing personnel held a bachelor's degree, while the minority of them had diplomas or technical institute training. From the researcher's point of view, this could reflect the hospital's recruitment standards, which prioritize bachelor's degree holders for nursing roles. Also, matched with the majority of their aged 20-30 years old which not have enough time for post graduated degree in nursing.

The present study findings were in the same line with the study by *Yadav & Tripathi, (2023)*, who conducted the study in India, about "*Charismatic leadership and employee engagement in higher education institutions: the moderating role of education level*", and who reported that the majority of the study participants with a bachelor's degree or higher exhibited a strong alignment with charismatic leadership traits.

On the other hand, the present study findings were in disagreement with the study by *Abd-Elrahman et al., (2022)*, who conducted the study in Egypt about "*Effect of charismatic leadership on nurses' job satisfaction and performance in critical care units*", and who showed that the majority of the study participants held a diploma in nursing, yet still reported high levels of job satisfaction and performance when influenced by charismatic leadership.

According to job titles, the current study result were stated that, more than two-thirds of nursing personnel were staff nurses, followed by charge nurses. From the researcher's point of view, this distribution may be attributed to the larger number of clinical staff relative to managerial positions in most healthcare institutions.

The present study findings were agree with the study by *Ghaffari et al., (2021)*, who conducted the study in Iran about "*The relationship between charismatic leadership and nurses' organizational commitment in teaching hospitals*", and who noted that the majority of the study participants were staff nurses.

On the contrary, the present study findings were in disagreement with the study by *Lee & Kim, (2021)*, who conducted the study in South Korea about "*Leadership styles and organizational outcomes among nursing supervisors: A cross-sectional study*", and who illustrate, that the majority of the study participants were supervisors and head nurses.

Regarding the experience with current supervisor, the present study result were clarified that, majority of nursing personnel had worked with their current supervisor for less than 5 years, with a mean duration, while the minor had 5–10 years with the same supervisor, and very little had 10+ years. These finding indicating that although many nurses are relatively new to their current supervisor, they are not new to the profession itself due to the large number of nurses traveling abroad.

The present study findings were matched with the study by *Rahman et al., (2022)*, who conducted the study in Malaysia about "*The impact of charismatic leadership on employee performance in healthcare settings*", and who



demonstrate that the majority of the study participants had worked with their supervisors for less than five years, yet still perceived high levels of motivation and trust due to the presence of charismatic leadership behaviors.

On the other hand, the present study findings were in opposite line with the study by **Mensah & Tawiah, (2021)**, who conducted the study in Ghana about "*Charismatic leadership and employee performance: The mediating role of trust and commitment in healthcare institutions*", and who indicated that the majority of the study participants had worked with their supervisors for more than five years, and this long-term relationship reinforced the positive impact of charismatic leadership on employee trust, performance, and organizational loyalty.

Regarding the total years of experience, the present study result were noted that, over half of nursing personnel had 5–10 years of experience, while more than a quarter had 10+ years. These finding indicating a moderately experienced workforce. However, the concentration in mid-level experience suggests a need for career progression opportunities, having a reasonable period of experience is one of the conditions for admission to the hospital, as well as the students' internship after graduating from their studies and joining them with a work contract in the hospital.

The present study findings were in harmony with the study by **Al-Hamdan et al., (2020)**, who conducted the study in Jordan about "*The effect of nurse managers' leadership styles on nurses' job satisfaction and intention to stay*", and who showed that the majority of the study participants had 5 to 10 years of work experience.

On the other hand, the current study findings were not in alignment in with the study by **Bayram & Aydin, (2021)**, who conducted the study in Turkey about "*Charismatic leadership and its impact on nurses' organizational citizenship behavior: The role of experience*", and who stated that the majority of the study participants had more than 10 years of work experience.

Regarding the daily working hours, the current study result were indicated that more than three- quarter worked more than 12 hours per day, while minority worked 6–12 hours. From the researcher's point of view, One of the working conditions in most hospitals is to work 12 hours.

The present study findings were in the same line with the study by **Zhou et al., (2022)**, who conducted the study in China about "*Leadership styles and nurse outcomes in high-demand hospital environments: The role of extended working hours*", and who represented that the majority of the study participants reported working more than 12 hours per day.

On the other hand, the present study result were in disagreement with the study by **Nguyen & Vo (2021)**, who conducted the study in Vietnam about "*The influence of charismatic leadership on nurse engagement and performance in public hospitals*", and who noted that the majority of the study participants reported working between 6 to 12 hours per day.

Regarding the level of charismatic leadership among the studied nursing personnel, the current study result illustrates that about three-quarters of the studied nursing personnel have a high level of charismatic leadership, while a minority of them have a low level.

From a researcher's perspective, this indicates that charisma leadership traits are generally well recognized and appreciated within the clinical environment to reduce the burnout. Furthermore, the presence of a highly significant difference between the levels of charisma leadership suggests meaningful variation in how leadership is perceived, possibly influenced by individual or contextual factors within the workplace.

The present study findings were in the same line with the study by **Tesfaye & Demeke, (2021)**, who conducted the study in Ethiopia about "*Charismatic leadership and its influence on nurses' performance and job satisfaction in government hospitals*", and who demonstrate that the majority of the study participants perceived a high level of charismatic leadership from their nurse managers, which significantly contributed to enhanced job satisfaction, motivation, and performance.

In addition, the currency study result were matched with study by **Supratman et al., (2021)**, who conducted the study in Bogor about "The Relationship of Charismatic Leadership, Employee Personality, and Employee

Performance: Evidence from PT ", that illustrate a positive exists between charisma leadership and employee relationship performance, charismatic leadership accounted for about more than one- quarter of the variance in employee performance.

On the other hand, The present study findings were not in harmony with the study by **Moussa & Mahmoud, (2020)**, who conducted the study in Jordan about "*The relationship between leadership styles and nurses' job satisfaction: A focus on charismatic leadership*", and who showed that the majority of the study participants reported a low level of charismatic leadership exhibited by their supervisors.

Regarding the nursing personnel perception level of job enrichment, the current study result were represent that more than three-fifths of the nursing personnel reported a high level of job enrichment, whereas only a small minority indicated a low level .

From the researcher's point of view, this high level of job enrichment may reflect a work environment that fosters meaningful tasks, autonomy, and constructive feedback factors known to boost motivation and job satisfaction. Moreover, the results revealed a highly statistically significant difference across the levels of job enrichment, suggesting that perceptions vary notably among individuals within the studied group.

The current study result were alignment with study by **Obiakor et al ., (2023)**, who conducted the study in South-East Nigeria, about "Job Enrichment And Organizational Citizenship Behavior Of Brewing Firms In South East, Nigeria", that demonstrate that employees in the brewing firms reported high levels of job enrichment.

Also, The current study result were agree with study by **El-okel et al., (2024)**, who conducted the study in Egypt about "Relation between Agile Healthcare Organization and Nursing Staff's Job Enrichment", that stated more than half of the nursing staff reported a high level of overall agile healthcare organization. In addition, a larger proportion indicated a high level of overall job enrichment.

Regarding the relation between nursing personnel perception level of charismatic leadership and personal characteristics among the studied subject, the present study result were represents that, there was a statistically significant relation between personal characteristics (Marital status, monthly income, nursing qualification, experience in nursing field) and level of charismatic leadership among the studied nursing personnel . from a researcher point of view suggested that individual factors such as education, experience, marital status, or income may influence how leadership is perceived and valued within the clinical environment. This implies that charismatic leadership is not experienced uniformly but varies according to personal and contextual differences. Furthermore, these variations may reflect differing expectations, needs, or levels of exposure to leadership behaviors, ultimately shaping how charisma is interpreted across diverse nursing groups.

The current study result were alignment with the study by **Ozgenel, (2020)**, who conducted the study in Turkey about "The Role of Charismatic Leader in School Culture", that showed that there was statistically significant relation between personal characteristics (age, gender, educational level, years of professional experience and job title) and personal perception of charismatic leadership.

Regarding the relation between nursing personal perception level of job enrichment and personal characteristics among the studied nursing subject, the present study result were represents that, there was a statistically significant relation between personal characteristics (Gender, marital status, monthly income, nursing qualification, experience in nursing field) and level of job enrichment among the studied nursing personnel, Gender showed a significant association, with a little over one-third of males reporting high levels of job enrichment compared to about one-third of females .

From a researcher's perspective, individual differences significantly influence how nurses perceive job enrichment. Nurses with higher qualifications and experience often receive more complex tasks, enhancing autonomy and responsibility. Marital status and income affect priorities like work-life balance and job rewards, shaping enrichment perceptions. Gender may impact access to enriched roles due to workplace dynamics. These factors lead



to varied experiences of job enrichment, highlighting the need for nursing management to tailor strategies that address diverse personal characteristics to improve motivation and job satisfaction.

The current study result were matched with study by *Venkatesh et al., (2023)*, who conducted the study in Punjab about " Impact Of Job Enrichment on Work Motivation of Non-Teaching Staff in Private Higher Education Institutions of Punjab " , that reveled that there was statistically significant relation between personal characteristics (e.g., years of experience, job role, or qualification level) and personal perception of job enrichment

Regarding the scatter dot correlation between the studied nursing personnel's perception regarding charismatic leadership and job enrichment, the present study result were illustrates that job enrichment was responsible for almost all of the variation in charismatic leadership .

The present study findings were in harmony with the study by *Mohd et al., (2023)*, who conducted the study in Malaysia about "The influence of transformational leadership, job enrichment, and recognition on job satisfaction: Evidence from non-profit organizations" that found job enrichment significantly contributed to the variation in transformational leadership by enhancing job satisfaction among employees.

## Conclusion

Based on the study finding, it was concluded that there, about three quarters of nursing personnel perceived a high level of charismatic leadership and about two-thirds of nursing personnel had a high level of Job enrichment. the majority of the studied nursing personnel had perceived a high level of charismatic leadership and job enrichment. Furthermore, there was a highly statistically significant strong positive correlation between charismatic leadership and job enrichment among the studied nursing personnel .

## Recommendations

*Based on the study results, the following recommendations can be given:*

### At the nursing personnel level:

- Encourage ongoing leadership development programs for nursing staff, focusing on the cultivation of charismatic traits such as clear vision communication, emotional expressiveness, and motivational support.
- Promote nurse participation in decision-making, task planning, and interdisciplinary collaboration to reinforce feelings of empowerment and job significance.

### At the organizational level:

- Integrate charismatic leadership principles into leadership selection, evaluation, and promotion criteria for nurse managers and supervisors.
- Redesign nursing roles to include job enrichment elements, such as task variety, autonomy, meaningful feedback, and opportunities for professional growth.

### At the further research level:

- Replicate the current study with a larger sample size and across multiple healthcare settings including public and private sectors.
- Investigate the impact of charismatic leadership training programs on long-term job enrichment and nurse retention.

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