Relationship Between Transformational Leadership Style and Job Satisfaction among Nurses

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1.ABSTRACT

Background: Nurses' attitudes and satisfaction with their job are significantly influenced by their head nurses and staff. Therefore, the success of each attempt depends on transformational leadership. **Aim:** To investigate the relationship between transformational leadership style and job Satisfactions among nurses at EL-Sinbellawin General Hospital. **Method:** A descriptive, correlational research design was utilized with a sample of (48) head nurse and (200) staff nurse at EL-Sinbellawin General Hospitals. Data was collected by using two tools, namely Multifactor Leadership Questionnaire and McCloskey/Mueller Satisfaction Scale. **Results:** The highest (91.1%) mean percentage was related to idealized influence (attribute) as characteristics of transformational leadership. While, intellectual stimulation was the lowest (85.0%) mean percentage as characteristics of transformational leadership as perceived by head nurses. While, the highest (78.9%) mean percentage was related to idealized influence (behavior), intellectual stimulation was the lowest (65.0%) mean percentage as characteristics of transformational leadership as perceived by staff nurses as characteristics of transformational leadership. And more than half of studied staff nurses perceived job satisfaction at high level. **Conclusion:** There was highly statistically significant positive correlation between transformational leadership style and job satisfaction among nurses at EL-Sinbellawin General Hospital. **Recommendations:** Emphasis on fostering transformational leadership qualities in head nurses through appropriate training and ongoing education. Establish regular meetings with organizational leaders to discuss needs, opinions, resources, rules, and challenges to applying transformational leadership style, Establish rewarding system for staff nurses

Keywords: *-Job satisfaction, Nurses, Transformational leadership style.*

2.Introduction

In the twenty-first century, there are many challenges facing the health care industry. All of these difficulties call for effective leadership and a successful leader who can assist others in overcoming them. The role of a leader is to use vision to direct an organization, establish priorities according to common principles, and participate in the culture to give it value and consistency. This kind of leadership encourages personal and communal development in each of us. **(Wassif, Mohammed, & Abd ELRazek, 2016).**

The process of developing follower loyalty is known as transformational leadership, and it depends on a cooperation between the leader and the team those who support him or her in the effort to realize the organization's vision through the modification of prevailing values. Transformational leaders frequently appear during times of crisis, change, and development. **(Sakat, &Ye, 2021).**

One of the leadership styles that are effective is transformational leadership, which displays the personality characteristics and abilities of leaders that encourage followers to work effectively to accomplish their goals. It can be detected by a leader's capacity to comprehend his followers' needs and inspire them **(Purwanto, Asbari, Prameswari, Ramdan, & Setiawan, 2020).** The formula for transformation influencing variables (idealized influence, intellectual stimulation, inspired motivation, and individual consideration) is transformational leadership **(Krepia, Katsaragakis, Kaitelidou, & Prezerakos, 2018).**

Four crucial, interconnected leadership elements and their corresponding qualities were considered essential for leaders to employ in order to demonstrate a more transformative leadership style. These elements are Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration **(Muhajir, Asmony, & Hermanto, 2023).**

Idealized influence: included idealized influence attributes (IIA), which speak to a leader's personality and whether they are viewed as powerful and confident. The followers' admiration for leaders is based on their intensity. A leader's charismatic actions that are centered on values, beliefs, and principles are referred to as idealized influence behavior (IIB). The way the leader behaves conveys to the followers a clear sense of direction and purpose. **(Muppidathi& Krishnan, 2021).**

By challenging presumptions and rephrasing issues, a transformational leader can inspire their followers to be innovative and creative. This is known as intellectual stimulation. **(Ahmed, Abdulhamid, Abd Wahab, & Nazir, 2022).** Followers are given the opportunity to try out innovative ideas, and their viewpoints are not ignored just because they disagree with their leaders. "The creative and unconventional thinking style of the transformational leader is described as intellectual stimulation." **(Robbins, & Davidhizar, 2020).**

Inspirational motivation referred to capacity of a leader to communicate a vision that stimulates and appeals to followers **(Muppidathi& Krishnan, 2021).**A transformational leader motivates followers to pursue goals that interest them. While inspiring them to achieve the objectives and targets of the organisation. An important tactic of inspiring motivation is matching individual needs with organizational **(Nuel, Ifechi, & Emmanuella, 2021).**

The extent to which a leader respects each follower's needs, serves as their mentor or coach, and pays attention to their needs and wants is referred to as their level of individual consideration.**(Hilton, Madilo, Awaah, & Arkorful, 2023).**A transformational leader is an expert communicator, exhibits superb interpersonal skills, and demonstrates genuine concern and compassion for their followers. The followers are nurtured according to their talents and supported according to their needs. They typically possess the power to make choices and have the support they require to implement those choices. The expansion and continued development of the nursing staff are important to a transformational leader. **(Renjith, Renu, & George, 2015).**

Like all organizations, hospitals are made up of various subsystems, such as nursing, each of which requires leadership capable of addressing the needs of the nursing workforce. As a result, nursing now naturally includes leadership, and to address the issue of job satisfaction despite individual differences, a new, developing mechanism is needed. Head nurses are aware that how they command and direct their respective units will influence how satisfied nurses are with their jobs. **(Lapeña, Tuppal, Loo& Abe, 2017)**

When a nurse feels that their job is stable that their career is progressing, and that they have a good work-life balance, it suggests that their job is satisfying and that their expectations have been met **(Singh, Chakradhar, & Joshi, 2021).**In determining job satisfaction levels, leaders were asked how nurses felt about their jobs and workplace relationships, and how leaders influenced nurses' satisfaction need to focus. Without a doubt, a leader's ultimate goal is to make nurses happy. **(Akbari, Bagheri, Fathollahi, & Darvish, 2020).** On the other hand, all nurses want to work in fields that best suit their skills and interests, enable them to succeed, and offer opportunities for advancement. There is a clear link between staff and patient satisfaction in healthcare organizations. Nurses who are satisfied and fulfilled are more devoted to their patients and more effective. **(Akinwale, & George, 2020).**

2.1The significance of the Study

The productivity and happiness of staff nurses are increased by head nurses who practice transformational leadership by giving them the tools they need to forge strong bonds with coworkers, accomplish organizational objectives, and match their interests and skills to their roles. Additionally, transformational leadership, which results in positive clinical outcomes, has been widely adopted by the nursing profession. In addition, transformational leadership boosts the staff nurses' self-esteem and motivates them to work. to the best of their abilities. Recent studies on the field of nursing show a lack of understanding and training in the traits of a transformative leader. **(Smith, 2015).** The world is experiencing a nurse shortage. This issue became more acute in Egypt where some newly constructed hospitals are unable to open due to a lack of nurses. Despite an increase in nurses enrolled in institutions, many nurses switch jobs or quit altogether. As a result, nurses have moderate to low levels of job satisfaction. **(Hussien, & Fekry, 2018).** Today's key issue for attractive organisations is recognising the benefits of great leadership on nursing satisfaction and success of an organisation. Therefore, enhancing the transformational leadership of the head nurses can boost nurses' satisfaction with their job. So, this study aims to investigate relationship between transformational leadership style and job

satisfactions among nurses at EL-Sinbellawin General Hospital.

2.2Aim of the study

The study aims to:

Investigate the relationship between transformational leadership style and job satisfactions among nurses at EL-Sinbellawin General Hospital.

2.3Research Questions:

RQ1: What are the characteristics of transformational leadership style of head nurses at EL-Sinbellawin General Hospital?

RQ2: What are the perception of transformational leadership style of staff nurse at EL-Sinbellawin General Hospital?

RQ3: What is level of job satisfaction among nurses at EL-Sinbellawin General Hospital?

RQ4: Is there a relationship between transformational leadership style and job satisfaction among nurses at EL-Sinbellawin General Hospital?

3.Methods:

3.1Research design:

Descriptive correlational research design was used to accomplish the aim of the present study.

3.2Study setting:

This study was conducted at all departments at EL-Sinbellawin General Hospital that provides a wide spectrum of health services to many villages affiliated with El -Sinbellawin center, Dakahlia Governorate. EL-Sinbellawin General Hospital occupied with 219 beds.

3.3Participants:

All staff nurses and head nurses who were available and willing to engage in the study at the time of data collection in the previously mentioned study setting were included as participants in the current study. They had (248) nurses in total for the trial, including (48) head nurses and (200) staff nurses.

3.4Tools of data collection:

Tool (I) Multifactor Leadership Questionnaire (MLQ)

This tool was developed by **Avolio and Bass (2004)** and aimed to measure characteristics of transformational leadership style.

It consists of two parts.

Part (1): personal characteristic of head nurse and staff nurses as age, gender, marital status, educational level, years of experience, work position.

Part (II): it consists of 20 items, covered five dimension which are intellectual stimulation (4 items), idealized influence (behavior) (4 items), idealized influence (attributed) (4items), inspirational motivation (4 items), and individualized consideration (4 items). Each statement response considered based on five-point Liker scale from 1(not at all), 2 (once in a while), 3 (sometimes), 4 (fairly often), 5 (frequently, if not always).

Scoring system:

The total score was categorized as low (<50%), moderate (50%-75%) and high (>75%) based on cut of value 50%

Tool (II) McCloskey/Mueller Satisfaction Scale

This tool was developed by **Mueller and McCloskey in 1990** aimed to measure job satisfaction among nurses. It comprises of 25 items covered five dimension which are Work culture and conditions (7 items), Scheduling and family/work balance (6 items), collegial relationship (7 items), extrinsic rewards (3 items), Professional opportunities (2 items).Each statement response considered based on five-point Liker scale from 1(Strongly Dissatisfied), 2 (Dissatisfied), 3 (Neutral), 4 (Satisfied), 5 (Strongly satisfied).

Scoring system:

The total score was categorized as low (<50%), moderate (50%-75%) and high (>75%) based on cut of value 50%

3.5Validity and reliability:

A panel of three experts from the Faculty of Nursing at Mansoura University evaluated the tools for clarity, relevancy, applicability, comprehensiveness, understanding, and simplicity of application before determining their face and content validity. Cronbach's Alpha reliability was calculated for the study tools' reliability, transformational leadership and job satisfaction were was (0.905), (0.893) respectively.

3.6Pilot study:

To assess the clarity and application of the instruments, a pilot research involving 10% of nurses (25), 17 staff nurses, and 8 head nurses who were randomly selected and excluded from the entire sample was conducted. Based on their responses, the necessary revisions were performed. It helped to identify probable difficulties and problems that might occur when gathering data. It has also helped to determine how long it will take to complete the study tools. The questions took roughly 15-20 minutes to complete.

3.7Ethical consideration:

The Mansoura University Faculty of Nursing Research Ethics Committee granted the researcher ethical approval. The researcher gave all of the study's participating nurses an explanation of the study's goals and methodology. Each nurse was made aware of their right to refuse, refuse to participate, or leave at any time without providing a reason. Participation in the research was voluntary. The anonymity of the obtained data was ensured, and the results were used for publications and future educational endeavours in addition to being incorporated into the critical investigations.

3.8Field work:

From the beginning of July through the end of September 2021, data was gathered. During the morning and afternoon shifts, the researcher met with the participants to explain the study's objectives and request their participation either individually or in groups. The researcher then gave the respondents the data collection forms to be filled out by the respondents in their work units and was present during the process to address any questions or areas of ambiguity. The morning and evening shifts of two days each week were used to collect data. The completeness of each completed questionnaire was verified by the researcher.

3.9Statistical analysis:

Using SPSS software (Statistical Package for the Social Sciences, version 26, SPSS Inc. Chicago, IL, United States of America), the collected data was organised, tabulated, and statistically analysed. The presumption of normality was acknowledged. Therefore, categorical data were described using frequency and percentage. The mean and standard deviation were used to represent continuous variables. To investigate the relationship between two category variables, the chi-square test was used. The connection between two continuous variables was evaluated using the Pearson correlation coefficient test. To investigate the relationship between the independent variable (transformational leadership style) and the dependent variable (work satisfaction), simple linear regression was used. The criteria for statistical significance were (p-value 0.01 & 0.05).

4.Results:

Table (1) Reveals personal characteristic of studied nurses shows that more than half (60.5%) of nurses had age ranged between (20-30),the majority of studied nurses (89.5%) were female, more than two third of studied nurses (79.4%)were married, more than half of studied nurses (52.8%) had bachelor degree, more than one third (46.0%) had years of experience ranged between(1-5)years, and the majority of them (80.6%) were staff nurse

Table (2) Mean score of characteristics transformational leadership style as perceived by studied head nurses illustrated that individualized consideration and idealized influence (attributes) were perceived as the highest mean percent with the same percentage (91.1%)among studied sample with mean score of (17. 3±1.1) and (16. 4±0.8). On the other hand intellectual stimulation was perceived as the lowest mean percentage (85.0%) with mean score (15.3±1.5).

Figure (1): Level of transformational leadership style among head nurses shows that more than half (56.3%) of studied head nurses perceived transformational leadership at high level

Table (3): Mean score of characteristics transformational leadership style as perceived by studied staff nurses illustrated that idealized influence (behavior) was perceived as the highest mean percent (78.9%)among studied sample with mean score of (14. 2 ±1.8).On the other hand intellectual stimulation was perceived as the lowest mean percentage (65.0%)with mean score (13.0 ±2.5)

Figure (2): Level of transformational leadership style among staff nurses proves that more than half (52.1%) of studied staff nurses perceived transformational leadership at high level

Table (4): Mean score of job satisfaction style as perceived by studied nurses illustrated that Professional opportunities was perceived as the highest mean percent (82.0%)among studied sample with mean score of (17. 2 ±3.9).On the other hand extrinsic rewards was perceived as the lowest mean percentage (68.0%)with mean score (12.3 ±2.1).

Figure (3) Level of job satisfaction among nurses shows that more than half (60.9) of studied nurses perceived job satisfaction at high level.

Figure (4) Correlation between Transformational leadership and Job Satisfaction as reported by studied nurses shows a highly positive Correlation between Nurses' Job Satisfaction and transformational leadership as perceived by studied nurses.

Table (1): Personal characteristics of the studied nurses (n=248)

Variables	n	%
Age (Years)		
20 – 30	150	60.5
30 – 40	80	32.3
> 40	18	7.3
Mean ±SD	32.1 ±5.7	
Gender		
Male	26	10.5
Female	222	89.5
Marital Status		
Single	44	17.7
Married	197	79.4
Divorced	7	2.8
Educational Level		
Diploma of secondary nursing degree	16	6.5
Diploma of Technical institute degree	131	52.8
Bachelor degree	101	40.7
Experience (Years)		
1 – 5	114	46.0
6 – 10	74	29.8
>10	60	24.2
Position		
Staff nurse	200	80.6
Head nurse	48	19.4

Table (2): Mean score of characteristics of transformational leadership style of head nurses (n=48)

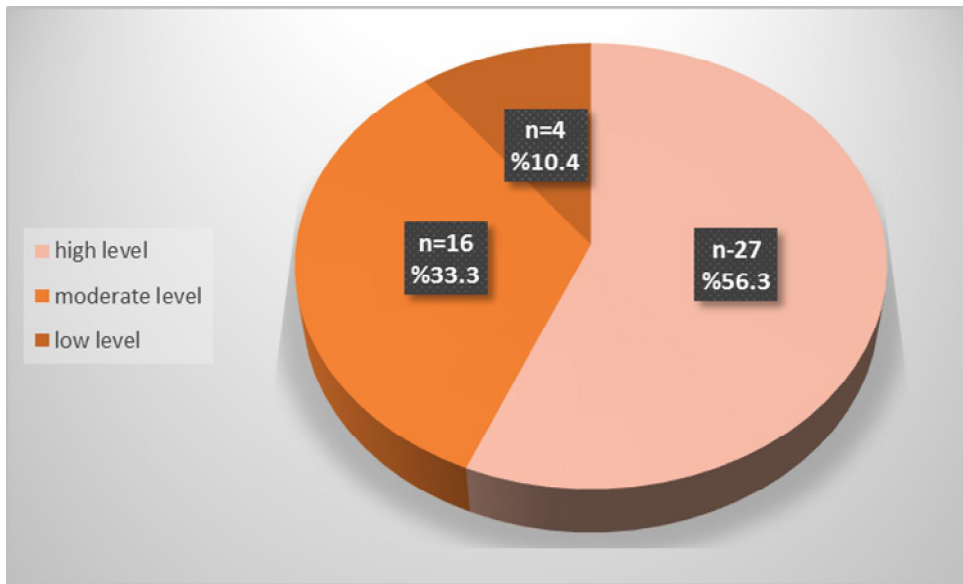| Transformational leadership subscale	Mean ±SD	Mean%	Rank
Idealized influence (attributes)	16.4 ±0.8	91.1	1
Idealized Influence (Behavior)	16.2 ±1.5	90.0	3
Inspirational Motivation	16.7 ±1.1	87.9	4
Intellectual Stimulation	15.3 ±1.5	85.0	5
Individualized Consideration	17.3 ±1.1	91.1	2
Total	82.0 ±3.5	92.1	

Figure (1) Level of head nurses' perception of transformational leadership

Table (3): Mean score of characteristics of transformational leadership style of head nurses as perceived by studied staff nurses (n=200)

Transformational leadership subscale	Mean ±SD	Mean%	Rank
Idealized influence (attributes)	14.6 ±2.1	91.1	4
Idealized Influence (Behavior)	14.2 ±1.8	90.0	1
Inspirational Motivation	14.3 ±2.3	87.9	3
Intellectual Stimulation	13.0 ±2.5	85.0	5
Individualized Consideration	14.8 ±1.9	91.1	2
Total	70.9 ±7.7	92.1	
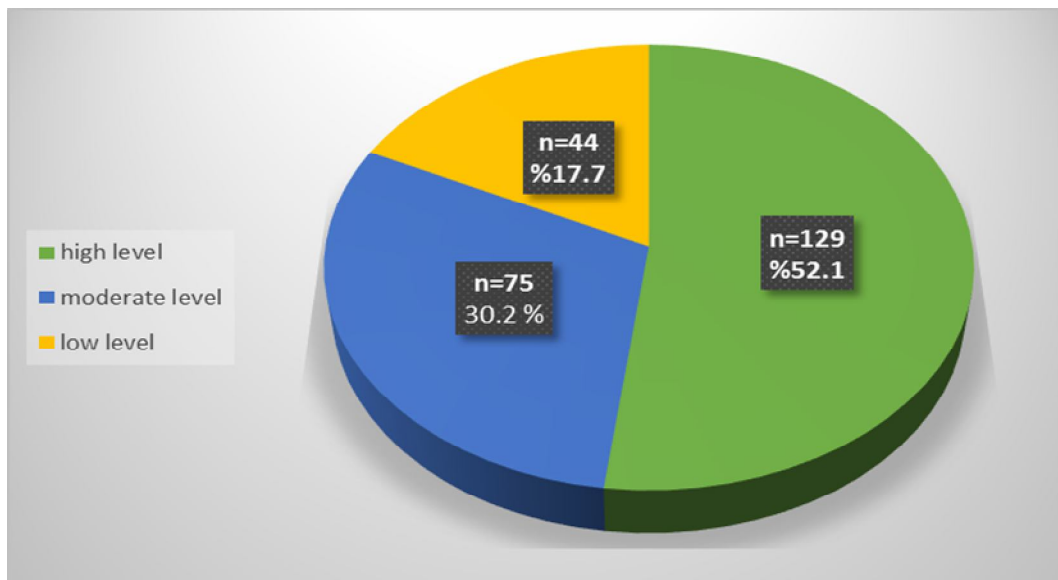
Figure (2) Level of staff nurses' perception of transformational leadership

Table (**4**): Mean score of job satisfaction as perceived by studied nurses (n=248)

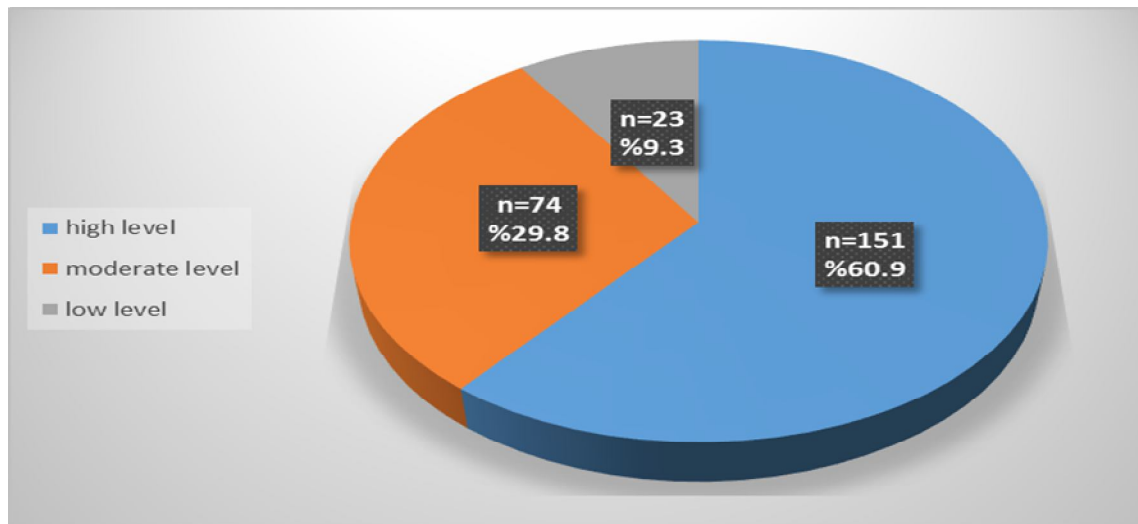| Dimensions	Mean ±SD	Mean%	Rank
Work culture and conditions	15.3±1.4	77.7	3
Scheduling and family/work balance	12.4 ±.4	71.7	4
Collegial relationships	16 ±.6	78	2
Extrinsic rewards	12.3 ±2.1	68.0	5
Professional opportunities	17. 2 ±3.9	82.0	1
Total	7 3. 2 ±8.4	75.48	

Figure (**3**) Level of job satisfaction among nurses.
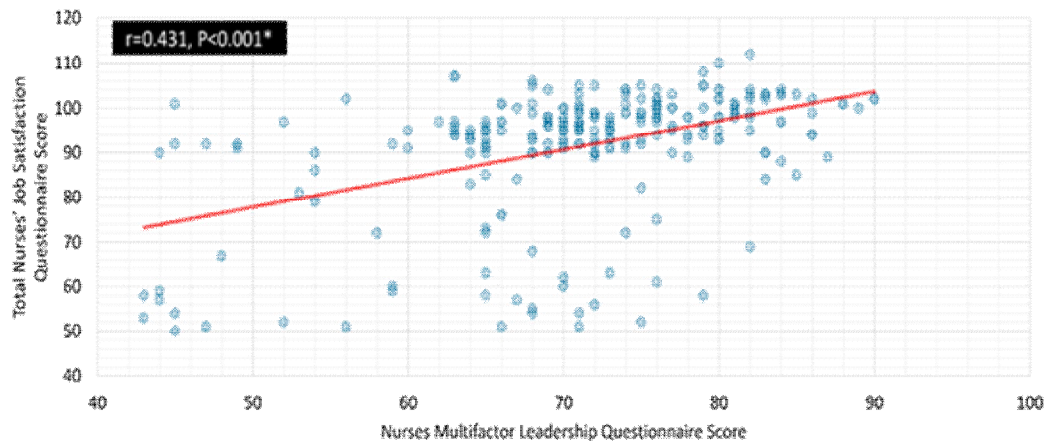

Figure (4) Correlation between Transformational leadership and Job Satisfaction as reported by studied nurses n= (248).

5.Discussion

Every day interactions and influence over staff nurses are more likely to occur between head nurses. Because they may inspire and meet the needs of staff nurses at work, they are also essential to the debate of collaborative nursing leadership. **Aldeeb, & El-Demerdash, (2016)**

Result of the present research demonstrated that the head nurses who participated in it considered highly of their transformational leadership style. This research shows that head nurses place a high value on exemplifying transformational leadership behaviors, such as having a clear vision, being committed to excellence, having the ability to inspire people to greater heights of performance, and engaging their nursing team. Additionally, they promote innovation and stress the significance of recognising staff nurses. This finding supported

with **Aldeeb, & El-Demerdash,** (2016) who concluded that The Sidi-Salim Central Hospital's head nurses thought of themselves as having a high level of transformational leadership style. Also, the findings were consistent with **Moussa, Aboshaiqah, & Alotaibi, (2016)** who claimed that the department heads believed they were using transformational leadership as a whole and that they thought they were more transformative than others.

On the other hand **Abd-Elrhaman, & AbdAllah**, **(2018)** demonstrated that the total mean percentage of head nurses implies low level of transformational leadership skills. Moreover, it was disagreed with **Moon, Dam & Kitsos, (2019)** who found that the transformational leadership skills of head nurses were lacking.

The outcome of the current research showed that idealized influence (attributes) as a dimension of transformational leadership style was the highest mean percentage this may be due to idealized influence (attributes) empowers head nurses to be powerful, self-assured, and to concentrate on higher moral principles.This finding was corresponding with **Sadeghi, & Pihie, (2012)** revealed the idealised impact dimension of transformational leadership obtained the highest mean percentage, according to research on the relationship between transformational leadership and leadership effectiveness**.**

In contrast **Alshammari, (2014)** who evaluated the nursing leadership in the Saudi Arabian Ministry of Health hospital discovered that idealized influence (attributes) received as the lowest mean percentage of transformational leadership dimension among head nurses. Also, this finding was inconsistent with **Wardani, (2017)** who examined Nursing leadership: A case of Indonesia at one hospital in Indonesia detected that idealized attribute had the lowest mean percentage, this demonstrated that the head nurses utilise this less frequently than the other transformational leadership components.

While, finding of present study showed intellectual stimulation was the lowest mean percentage which indicated that head nurse sometimes helping staff nurses to think about the problems in new ways and examine situations critically. In the same line, **Abd-Elrhaman, & AbdAllah**, **(2018)** demonstrated that intellectual stimulation received the lowest mean percentage among head nurses. This finding was consistent with **Moon, Dam & Kitsos, (2019)** who revealed that intellectual stimulation was lower mean percentage of transformational leadership aspects.

Contrarily, the result was disagreed with **Alrubaysh, et al., (2022)** who revealed that intellectual stimulation was the highest mean percentage of transformational leadership aspects. Also, **Salem, Ahmed& Aldahshan, (2022)** found that According to head nurses, intellectual stimulation had the greatest mean percent.

Finding of this study showed that the nurses who participated in it had positive perceptions of transformational leadership. This demonstrates that head nurses are viewed by staff nurses as convincing role models who encourage them by their behavior. This finding was supported by **Vinson, (2019)** who assessed "exhibiting transformational leadership: a holistic nursing competency "concluded that both the staff nurses and the head nurses rated the head nurses as performing highly on transformational leadership behaviors. Furthermore, this finding agreed with **Ali, & Abood, (2020)** found that a large majority of the nursing staff believed their heads had a high level of transformational leadership.

According to staff nurses, the idealised influence (behavior) facet of the transformational leadership style had the greatest mean percentage. This may be because head nurses conduct themselves appropriately, frequently address important organisational principles, focus on motivating and worthy visions, as well as the ethical effects of their activities. . The finding was analogous with **Alqahtani, et al, (2021)** who concluded that the idealized influence (behavior) dimension of transformational leadership was valued more highly. Furthermore, **Ali, & Abood, (2020)** the highest sub scale was idealized influence (behavior) as perceived by staff nurses.

On the contrary, **Manning, (2016)** found that idealized influence (behavior) having low mean percentage compared to other transformative leadership characteristics. Also **Ibrahim, El Sayed, Attala, & Elmezin, (2016)** discovered that idealised influence represented the smallest percentage of the transforming leadership dimension as viewed by nurses.

The results of the current study showed that intellectual stimulation was the lowest percentage which indicated that head nurses sometimes think of novel solutions to old issues, and give staff nurses' opportunity to solve problems. The finding matched with **Alshammari, (2014)** who discovered that staff nurses' perceptions of the transformational leadership factor had the lowest mean percent for intellectual stimulation. Furthermore, this result resembled a study done by **Suratno, (2018)** who evaluated the connection between the quality of

nursing work life and transformative leadership found that intellectual stimulation was a low sub-leadership style variable carried out by head nurses to nurses in hospitals.

On the contrary, **Al-Yami, Galdas, & Watson, (2018)** who studied leadership style and organisational commitment among nurses in Saudi Arabia listed that when comparing the many aspects of transformational leadership as viewed by staff nurses, intellectual stimulation had the highest proportion. Additionally, **Ibrahim, El Sayed, Attala, & Elmezin, (2016)** found that intellectual stimulation was the highest mean percentage of transformational leadership dimension.

Finding of current study showed that, studied nurses had a high level of job satisfaction, which might be explained by opportunities of creating, participating in research, and availability of maternity leave time according to hospital policy for nurses. This findings was in agreement with **Warshawsky, & Havens, (2014)** who found majority of nurses were satisfied. Also **Masum, et al, (2016)** they discovered that nurses were highly satisfied with their work environments, supervisor support, and coworkers. This was matched with **Singh, Chakradhar, & Joshi, (2021)** concluded that more than half of nurses expressed satisfaction with their work at the hospital.

While, **El-Naggar, El-Shimy, & Fathy, (2019)** revealed that nurses were highly dissatisfied. In addition to **EE, (2018)** showed that over two thirds of nurses reported feeling unsatisfied with their jobs. Low job satisfaction was a predicted outcome variable at work due to a lack of supervisor support and poor coworker communication.

Regarding the dimensions of job satisfaction the professional opportunities was perceived as the highest mean percentage by nurses. This revealed that nurses were satisfied with chances of creating, writing and participating in researches.The finding was matched with **Abella,** (**2022**) who looked into factors influencing nurses' job satisfaction and the standard of nursing treatment in private hospitals concluded that nurses in the current study were "moderately satisfied" with Professional opportunities**.**

On the other hand, study by **Bdair, & Alshloul, (2021)** concluded that professional opportunities was the lowest mean percentage in the current study. Also, **Gonzales, (2022)** found that Professional opportunities were the lowest mean percentage

Extrinsic reward was the lowest mean percentage as dimension of job Satisfaction Scale this may be due to nurses felt even though they put up the same effort as private hospitals, they are not happy with their pay or insurance and they were also unsatisfied with how salaries were distributed in the healthcare organisations in an unfair and unethical manner.

Findings of the current study were congruent with **Hussien, &Fekry, (2018)** who examined relationship between satisfaction, Professional image and nurses marketing of the nursing Profession discovered that nurses were dissatisfied with their extrinsic reward and fringe benefits. This result was consistent with **Salahat, & Al-Hamdan's (2022)** finding that the extrinsic reward category had the lowest mean percentage.

On the other side, the finding disagreed with **Lyu, Akkadechanunt, Soivong, & Juntasopeepun, (2022)** revealed that nurses were highly satisfied with extrinsic reward. Also, finding contrasted with **Kolo, (2018)** found that the major reasons for job satisfaction was related to extrinsic rewards.

Regarding the link between nurses' satisfaction with their jobs and transformational leadership style. The results of this study showed a highly statistically significant beneficial relationship between nurses' job satisfaction and transformational leadership style. This may be because nurses who have favorable impressions of their managers are better able to complete their responsibilities satisfactorily. Additionally, this research suggests that head nurses who exhibit transformational behaviors are better able to maintain their staff's satisfaction with the workplace.

The findings were consistent with research conducted at hospital units in Ha'il City, Saudi Arabia by **Albagawi, (2019)** found that transformational leadership style had a positive relationship with the job satisfaction of nurses.**Ullah& Khan, (2020)** who confirmed that, transformational leadership affects job satisfaction more than transactional leadership when compared to each other and organisational commitment.

This finding contradicted with **Abdelhafiz, Mah'd Alloubani, Klaledeh, Mutari, & Almukhtar, (2015)**, concluded that compared to transformational leadership, transactional leadership appears to have a better association with work satisfaction. Additionally, findings conflicted with **Morsiani, Bagnasco, & Sasso, (2017)** who came to the conclusion that there is little

connection between transformational leadership style and satisfaction among workers

6. Conclusion

According to the results of the current study, more than half of the head nurses who participated in it perceived transformational leadership at high level. Also, the greatest mean percentage was associated with idealized influence (attribute) as characteristics of transformational leadership. While head nurses and staff nurses regarded intellectual stimulation to be the least important of the attributes of transformative leadership. Else, more than half of studied staff perceived transformational leadership at high level. Additionally, the highest mean percentage was related to idealized influence (behavior) as characteristics of transformational leadership. And more than half of the staff nurses in the study reported having a high level of job satisfaction. Additionally the relationship between transformational leadership style and job satisfaction was highly statistically significant among nurses at EL-Sinbellawin General Hospital.

7. Based on the findings of the research, it was suggested that:

✓ Emphasis on fostering transformational leadership qualities in head nurses through appropriate training and ongoing education.

✓ Establish regular meetings with organizational leaders to discuss needs, opinions, resources, rules, and challenges to applying transformational leadership style.

✓ Establish rewarding system for staff nurses.

✓ Provide opportunity to work straight days.

✓ Provide chance for part-time work.

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