

# THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT AMONG NURSES: A SYSTEMATIC REVIEW

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## Abstract

The impact of nurse managers' leadership style and the work environment created on organizational commitment among Nurses cannot be overemphasized. It is critical for nurse managers to exhibit good leadership skills in order to motivate their nursing staffs as this would definitely increase service quality in hospitals. Nowadays nurses do not provide quality service to patients as a result of bad work environment and leadership styles of nurse managers. The purpose of this review is to evaluate the effect of leadership styles of nurse managers, work environment on nurses' organizational commitment. This systematic review study was conducted by searching published articles from 2015 to 2021 from database including PubMed, MEDLINE, Google Scholar, EBSCO, AJOL, PsycINFO and Science Direct in the month of October 2021. The key words used were "leadership style", "work environment" and "organizational commitment". The inclusion criteria were articles published during the period of 2015-2021, English, full text, open access journal, and research locations at hospitals. From screening of titles and abstracts, the selected articles were included in this review. Results of this research reveal the significant positive relationship between leadership style and nurse's organizational commitment or between work environment and nurses' organizational commitment. The review revealed that leadership styles of nurse managers have positive effects on organizational commitment of nurses. Also, by providing a good work environment, nurses tend to be more committed towards the organization by working with their all.

**Keywords:** Leadership Styles, Work Environment, Nurse Managers, Organizational Commitment, Nurses.

## 1.0 INTRODUCTION

Hospital is a health service institution that conducts complete individual health services that provide inpatient, outpatient and emergency services. Hospitals must have permanent staff including medical and medical support staff, nursing staff, pharmacy staff, hospital management staff, and non-health personnel.

Khairunnisa and Nadjib, (2019) mentioned that nurses play a pivotal role in patient outcomes of healthcare organizations. According to their study, nurses are the engine room of the healthcare sector and their role is always scrutinized by patients as well as their managers. However, it is important to study the effect of leadership styles of nurse managers as well as work environment while scrutinizing the role of nurses. Nurses tend to leave due to the push factor of unfavourable working conditions in the current hospitals and pull factor of attractive remuneration and working conditions in institutions to which they move. Employee's organizational commitment has direct link with good work environment which results in increasing satisfaction of customer, retention, loyalty and also helps the employees to make good relationship with co-workers.

The impact caused by dissatisfaction can be seen in the slowness of employees at work, high absenteeism, negligence, low achievement, low product quality and employee discipline problems (David and Fred, 2011; Ronald, et al. 2016). Bad leadership style of some nurse managers as well as bad work environment explains why there is shortage of nurses in most public hospital, posing threat to the welfare of patients and healthcare sector of any country.

Increase in mortality rate, in spite of the acclaimed quality care, can be as a result of medical error and that also can be traced to the leadership style of the nurse managers. Of course, there are many other factors contributing to medical errors like wrong prescriptions by the physician, in-hospital infections due to lack of cleanliness and organisation system not responding adequately to emergency care. The shortlisted problems above can be traced to nurse managers as they take the front seat in organizing the healthcare organizations, as well as manage the nurses, who in turn discharge their duties efficiently (if they are managed well). Hence, putting good leadership style in use renders solution to the problem stated above.

In pleasant working environment, employees' organizational satisfaction increases and thus satisfied employees become productive and committed to their organization, whereas non committed employees experience turnover and absenteeism.

## 1.1 OBJECTIVE OF THE STUDY

The current study aims to provide a better understanding of the existing state of knowledge and identify research gaps in the area of nursing manager leadership styles and their implications on nurse and organisational performance, challenges, as well as difficulties.

## **2.0 SYSTEMATIC REVIEW**

### **2.1 Definitions of Leadership**

Leadership, according to Warren Bennis, a pioneer of leadership studies, is "a function of understanding yourself, having a well-communicated vision, creating trust among colleagues, and taking effective action to reach your own leadership potential" (Kumar & Khiljee, 2015). A leader, according to Peter Drucker, is someone who has his own group of followers. 'Leadership may happen at anytime, anyplace, and in any role,' according to Kouzes and Posner. They also listed some of the behaviours that a leader displays in their daily lives.

### **2.2 Leadership styles**

A leadership style can be defined as the style adopted and employed by a team leader to provide direction, guidance, motivation, and plan implementation to the team members. The leader's influence is significant both when he or she is physically there and when he or she is not. Although natural leaders' leadership style is often intrinsic, leadership capability may also be learned and practised. Various scholars have offered many distinct types of leadership classifications. This subject is deserving of its own discussion. Because this is a topic on nursing management, only the leadership styles that are likely to be essential in this field are considered. There is no one-size-fits-all leadership style that can be applied to the nursing profession; rather, any of the five primary leadership styles identified in management literature can be applied to nurse managers' styles. As a result, it's crucial to pay attention to how nurse supervisors manage the nurses under their supervision and guarantee that they work to their full capacity. Five core leadership styles are considered crucial in nurse administration, in another study (Bradley, 2016). These are explained comprehensively in the following sections.

#### **2.2.1 Transactional Leadership**

In this technique, the leader employs rewards and penalties to secure the team's compliance. In the case of nursing, the nursing manager focuses on the organisation and management of the team of nurses under his or her supervision, as well as group performance. Nurses' work is closely scrutinised in order to identify flaws and irregularities. This method is only appropriate when patient care is in a crisis state. This personality type may be more prone to medical blunders than others (McCay, et al 2018).

#### **2.2.2 Transformational Leadership**

In contrast to transactional style, which uses rewards for motivation and punishment for failure to perform as expected, leadership behaviour inspires and transforms team members to perform even beyond expectations for the organisation, frequently surpassing self-interest. In the context of nursing, a nursing manager with this leadership style educates nurses on the importance of their part in promoting an organization's image of high-quality care. Old ideas, traditions, and beliefs about nursing are replaced by new ideas, traditions, and beliefs as a result of intellectual stimulation. The nurse manager is also concerned about the needs and skills of individual nurses, as any issues in these areas can have an impact on their performance. Nurse managers' influence or charisma is critical in sustaining the ideals and morals of the nursing profession as practised by the team. Transformational leadership is characterised by ideal, inspiring, intellectual, and individualised features of nursing managers. This is the most well-researched and widely used method.

#### **2.2.3 Democratic Leadership**

The democratic style emphasises open communication (dialogue) and participation in decision-making. In the context of nursing, nurses are held responsible, accountable, and compelled to provide feedback on their performance to their nursing management. Relationships are used as elements to focus on quality improvement systems and procedures rather than always pointing fingers at nurses. This characteristic distinguishes democratic from transactional leadership. Medical errors are less likely here, and nurses may love this working environment and refuse to leave.

#### **2.2.4 Authoritarian Leadership**

This type of leader makes all of the choices without consulting the team. To enforce standards in the nursing setting, the nurse manager employs negative reinforcement and punishments. All nurses on the team must follow the rules to the letter. Nurses are denied access to knowledge for fear of empowering them, which would call into question the nurse manager's authority. Nurses are not allowed to make mistakes, even if the protocols are flawed. This technique becomes nearly a necessity in chaotic or emergency scenarios, such as when multiple patients are taken to the hospital from an accident site or endemic crises, where there is no time for discussion. This technique does not encourage teamwork, trust, or communication among nurses in day-to-day nursing employment. Nurses may be more likely to leave if they are treated in this manner.

#### **2.2.5 Laissez-faire Leadership**

The leader in this manner does not give any direction or supervision and likes to be hands-off. When it comes to nursing, it's the equivalent of having no nurse manager. The nurses are left to their own devices. They make the decisions and are held responsible when they go wrong because the leader remains mute. This approach is taken by new nurse managers who lack experience or by those who are about to retire and do not want to discuss concerns that will be changed when their replacement takes charge. With this technique, there is a greater risk of medical blunders, and nurses may not depart right away, but they may leave later.

A study of the literature found a correlation between transactional relationships and decreased incidences of medical mistakes in four out of five situations, according to an article on the Bradley University website (Bradley, 2016). Transformational leadership was linked to lower patient mortality in three of six trials. In both acute and home care settings, transformational collaborative (relational) leadership resulted in better levels of patient satisfaction. Positive relationship styles were linked to improved patient satisfaction, reduced patient mortality, fewer prescription mistakes, fewer infections in the hospital, and less constraint. Frankel (2017) mentioned that transactional leadership produces just a few short-term consequences. They are task-based and episodic. When anything goes wrong, the transactional leader intervenes with solely negative input. This

leadership style is appropriate for a specific short-term project or a piece of work that needs to be finished. Long-term consequences, on the other hand, are necessary. As a result, it's preferable to choose a leadership style that fosters a long-term relationship between senior nurses and junior co-workers. This condition is met by the transformational model. It has a greater favourable influence on communication and team-building than the transactional approach, although being more sophisticated. Transformational leaders develop and change the aims and values of their teams on a regular basis in order to achieve a common goal that benefits the nursing profession and the employer. Many studies have found that transformational leadership traits are more closely linked to group performance and job satisfaction. Furthermore, it has aided individual performance and motivation more than transactional style. Strategic leadership style, on the other hand, has three dimensions: task, team, and person, all shown as interacting circles. Knowledge or skill are not enough to manage a team, but they are undoubtedly necessary. To achieve common goals, leaders should balance individual and collective demands. That is to say, all three elements must interact with one another. When one of these is considered in connection to the other two, a democratic leadership style emerges. The perspectives of task participants are considered under this leadership style, and there is participation in the decision-making process at both the individual and group levels. The value of individuals, their knowledge, experience, and abilities are at the heart of this approach. All leadership styles have advantages and disadvantages that limit their application to specific situations. As a result, it's more useful to think of the many leadership styles as frameworks around which an effective leadership style may be formed that is appropriate for the particular leader, the team, and the job. Is it, however, feasible for a single leader to adapt his or her leadership style to the needs of the team and the work at hand? As a result, there is adequate evidence that nurse managers' leadership styles have an influence on nurse and organisational performance.

### **2.3 LEADERSHIP STYLE IN RELATION TO ORGANISATIONAL COMMITMENT IN HOSPITALS**

When it comes to determining employee dedication, leadership is crucial. Employees who are happy with their supervisors feel more attached to their firms, according to research (Stup, 2006). Individuals or groups can be led to achieve goals, and nurses' loyalty to hospitals can be developed through leaders. As a result, leadership style is seen as a significant determinant of organisational commitment. According to Ramachandran and Krishnan (2009), one of the most important predictors of employee commitment is leadership style. Individual objectives that are comparable or equal to company goals encourage employee productivity and loyalty, according to organisational commitment (Chen & Aryee, 2007). As a result, organisational dedication can help nurses perform better.

Leadership has the potential to influence employee behaviour, contentment, and performance, as well as the amount of corporate commitment (Bass, 1985). A favourable association was discovered between leadership styles and employee work performance in a research done by Howell et al. (2005). Dvir et al. (2002) discovered that leadership styles help employees perform better at work. According to Geyery and Steyrer (1998), there is a link between leadership styles and work performance. Leadership styles, according to Thamrin (2012), have a favourable and significant impact on employee work performance and organisational commitment.

### **2.4 ORGANISATIONAL COMMITMENT**

Organizational commitment is described as a psychological perspective on a member's attachment to the organisation for which he or she works. Organizational commitment is crucial in determining whether or not an employee will stay with the company for a longer amount of time and work tirelessly to achieve the company's goals.

In the subject of management research, organisational commitment is one of the most popular themes (Wasti, 2003). Organizational commitment is important for every business since it predicts organisational objectives, absenteeism, turnover, and productivity (Bushra et al., 2011). Different academics have characterised it in a number of ways. Organizational commitment, according to Luthans (2005), is an attitude that reflects employees' allegiance to their employers. It is a feeling that motivates employees to want to be a part of a company and to understand its aims and ideals, according to Henkin and Marchiori (2003). Organizational commitment, according to Mowday et al. (1979), consists of three components: strong conviction in and acceptance of the organization's aims and values, readiness to devote significant effort on behalf of the organisation, and a strong desire to preserve organisational status. Organizational commitment was further divided into three categories by Mayer and Allen (1991): emotional commitment, continuous commitment, and normative commitment. Affective commitment, according to Mayer and Allen (1991), refers to workers' emotional tie to the company, as well as their views and wishes towards organisational goal attainment. Employees' sentiments of responsibility to stay with the company are referred to as continuous commitment. Finally, normative commitment is based on the costs that workers will experience if they decide to quit the company. Employees, on the other hand, place a higher value on affective commitment. It is also thought to be incredibly advantageous to businesses (Meyer & Allen, 1997). Affective commitment has also attracted the most scientific attention (Mathieu & Zajac, 1990; Meyer et al., 2002). Affectively devoted personnel, according to Meyer and Allen (1997), are more likely to exhibit a set of positive emotions and behaviours in the workplace, as well as a readiness to contribute to the organization's mission. Affective commitment is referred to as organisational commitment in this study.

#### **2.4.1 Work Environment**

The word "work environment" refers to the physical surroundings in which a person works. Physical factors, such as office temperature, or equipment, such as personal computers, can make up the work environment. It might also be linked to things like work processes or procedures.

An organisation should provide a nice working atmosphere to attract potential employees. The work environment encompasses all of the settings or surroundings in which workers operate, as well as those that affect and respond on an employee's mind and body. The organisational commitment will be maximised if the setting is pleasant. Support from supervisors, teamwork, and open communication are all characteristics of a positive working environment. Employees who

work in a pleasant atmosphere are more devoted, and their motivation and satisfaction levels are higher. Employee organisational satisfaction rises in a good working environment, and satisfied employees become productive and dedicated to their company, whereas non-committed employees experience turnover and absenteeism.

### 3.0 RESEARCH METHODOLOGY

This study is a systematic review through journal reviews by evaluating the effect of leadership styles of nurse’s management as well as work environment on nurses’ organizational commitment. This is carried out by reviewing relevant literature systematically via inclusion and exclusion procedure. The search for journals was conducted online via 5 databases namely: PubMed, MEDLINE, Google Scholar, EBSCHO, AJOL, PsycINFO and Science Direct. Keywords such as leadership style, work environment and organizational commitment were used to select and exclude relevant articles and in total 100 scholarly papers were used for the current study from various sources mentioned.

#### 3.1 Risk of Bias and study quality

#### 3.2 Selection Criteria

Different phases of a systematic review

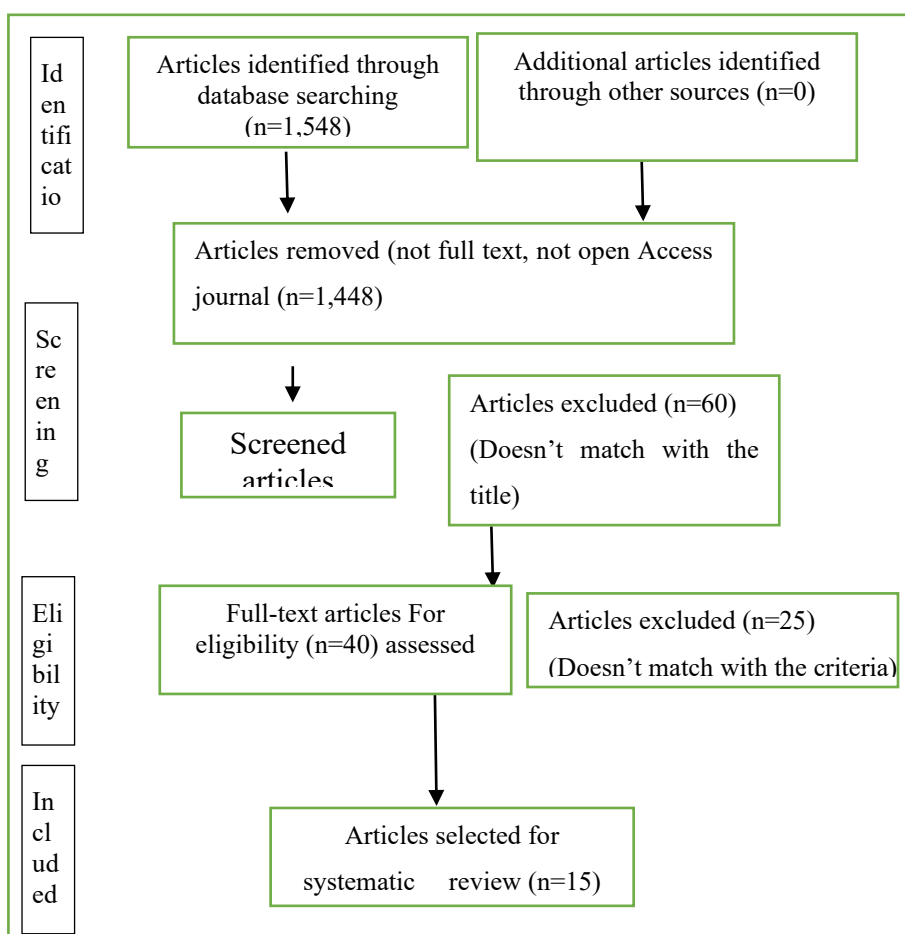


Figure 1. Flow of information through the different phases of a systematic review

#### 3.2.1 Inclusion and Exclusion Criteria

The inclusion criteria were articles published during the period of 2015-2021, English, full text, open access journal, and research locations at hospitals. Articles that are not written in English language, abstract articles, research locations other than hospitals, and articles that are published before 2015 were excluded from this study.

### 4.0 FINDINGS

Based on the search results, 40 articles that were relevant to the study's goal were gathered and reviewed to see if the titles were similar. There were 25 articles with the same title after filtering. Screening based on eligibility according to the inclusion criteria and exclusion yielded 15 articles for further examination from this article. Figure 1 depicts the stages of the article search for the 15 papers that will be examined. Saudi Arabia, Ghana, China, Portugal, Malaysia, Ethiopia, Taiwan, Jordan, the Czech Republic, Canada, Italy, Greece, and Indonesia are among the nations that have performed research. After a

thorough review of the study's quality, 15 publications were classified and data was extracted. This data was extracted by categorising relevant facts in the paper based on the author's name, title, year, location, purpose, technique, and study outcomes.

Results of this research reveal the significant positive relationship between leadership style and nurse's organizational commitment or between work environment and nurses' organizational commitment. The review revealed that leadership styles of nurse managers have positive effects on organizational commitment of nurses. Also, by providing a good work environment, nurses tend to be more committed towards the organization by working with their all. Table 1 shows the outcomes of the extraction.

#### 4.1 Study characteristics

Table 1. Results of article extraction

No.	Topic	Year Author	Background	Study Area/ Journal Type	Methodology	Definitions	Findings	Variables used	Critical thinking	Journal info.
1	Effect of Leadership Styles on Job Satisfaction Among Critical Care Nurses in Aseer, Saudi Arabia	2016 Lubna Baig Aisharani F.M	To evaluate the effect of transformational and transactional leadership styles of head nurses on the job satisfaction of staff nurses in critical care units (CCU) of a tertiary care hospital.		Quantitative cross-sectional study was conducted at the CCU of ACH in the southern region of Saudi Arabia.	The healthcare organizations are a complex environment with varied staff, services, consumers (patients or clients), etc	1. There were significant strong positive correlations between transformational leadership style and extra effort, effectiveness and satisfaction  2. The majority of the head nurses demonstrated transactional leadership style.	Service offerings; strategy and structure; motivations and performance; resources and capabilities; service development, sales, and delivery.	The sample used is relatively small to be considered a true representation of the population.	Journal of the college of physicians and surgeons
2	The Influence of Nurse Manager Leadership Style on Staff Nurse Work Engagement	2016 Jennifer Manning	To evaluate the influence of nurse manager leadership style factors on staff nurse work engagement.		Descriptive correlational research design	Idealized influence (behaviors) is described as the trust and confidence, a leader build with followers through personal association	1. Transactional and transformational leadership styles in nurse managers positively influenced staff nurse work engagement  2. Passive-	Dependent variables: work engagement subscales  Independent variables: leadership style factors	The use of a convenience sample in this study prevents generalization of the findings to the staff nurse population	The journal of nursing administration

							avoidant leadership style in nurse managers negatively influenced staff nurse work engagement .		on.	
3	Relation between Leadership Styles and Behaviors of Nurse Managers' and Organizational Commitment of Staff Nurses	Hend Mohamed Ali Sahar Ahmed Abood Mona Thabet Abdel-baset 2020	The aim of this study was to determine relation between leadership styles and behaviors of nurse managers' and Organizational commitment of staff nurses.		Descriptive correlational research design	Nursing administration is a broad term that encompasses nursing professionals who are knowledgeable of leadership practices as they relate to the nursing profession	There were positive correlations between leadership style as well as leadership behaviors with the organizational commitment	1.Leadership style 2.Leadership behaviors 3.Organizational commitment	The authors didn't explain the method that was used to pick the samples, which implies that they may have been biased while doing so.	Minia scientific nursing journal
4	Toxic Leadership: Conflict Management Style and Organizational Commitment among Intensive Care Nursing Staff	Amal H. Abou Ramadan Walaa M. Eid 2020	This study envisioned to compare toxic leadership among intensive care nursing staff at Tanta University Hospital and El Menshaw hospital and assess its relation to their conflict management style used and organizational commitment at the two hospitals.		A descriptive, comparative, via cross-sectional research design was applied.	Conflict is defined as a brawl that happens when there are discrepancies in two or more parties' needs, opinions, or behavior (Hube, 2018).	Toxic leadership affected the nursing staff's choice of conflict management style used when handling conflict with toxic leaders at two hospitals and had a negative effect on affective and normative dimensions of organizational commitment in both hospitals.	1.Toxic Leadership 2.Organizational commitment 3. Conflict management	A cross-sectional study design was used, hence the authors were not able to examine the causal link between the considered variables.	Evidence based nursing research

5	Effect of leadership style on service quality and job satisfaction among hospital nurses: A systematic review	Puspita Khairunnisa Mardiati Nadjib 2019	This study aimed to review systematically the effect of leadership style on service quality and job satisfaction among hospital nurses.		Quantitative (review)	Hospital is a health service institution that conducts complete individual health services that provide inpatient, outpatient and emergency services.	1. Leadership style influenced job satisfaction 2. Transformational leadership style increased the quality of nurse services and patient satisfaction.	1. Leadership style 2. Job satisfaction 3. Service quality	The sample used is too small to be considered valid.	International conference on public health
6	Analysis of the Effect of Leadership Styles on Staff Retention in Selected Private Hospitals in Kampala District, Uganda	DR. MARTIN ONSIRO RONALD NAMAT OVU LUBEGA AISHA DR. MARTIN J. BABU 2016	1. To investigate the leadership styles practiced in private hospitals in Kampala district. 2. To establish the staff retention strategies in private hospitals in Kampala 2. To establish the relationship between leadership styles and staff retention.		A descriptive correlation and cross-sectional designs were used for the study (Quantitative and Qualitative)	The quality of relationship an employee has with his or her immediate managers elongates employee stay in an organization. (Ferreira, 2007 cited in Michael, 2008).	1. It was revealed that there is a positive relationship between leadership styles and staff retention. 2. It was found that turnover rate is attributed to non-uniformity of the leadership policies practiced in the hospitals where some of the staff is availed with services and others are not.	1. Leadership style 2. Staff retention 3. Turnover rate	The research designs used only uncover relationships between the variables, but fail to answer the question "why".	European Journal of Business and Management
7	The influence of leadership behavior, organizational commitment, organizational support, subjective career	Mahmoud Al-Hussami Sawsan Hammad Firas Alsoleihat 2018	The purpose of this study is to investigate the influence of leadership behavior, organizational commitment,		Cross-sectional, descriptive-correlational survey design was conducted (Quantitative and Qualitative)	Employee's readiness for change is involved with once beliefs, attitudes, and intentions regarding the extent to which	The study results confirmed that the work-related behavior had a moderate influence on the readiness for change	1. Leadership behavior 2. Organizational commitment 3. Organizational support 4.	Owing to the cross-sectional nature of this study, causal inference would be difficult and may provide	Leadership in health services

	success on organizational readiness for change in healthcare organizations		organizational support and subjective career success on organizational readiness for change in the healthcare organizations.		ve)	changes are needed and their perception of individual and organizational capacity to successfully make those changes.		Subjective career success 5. Organizational readiness	differing results if another time frame had been chosen.	
8	Nurse Leadership Style, Nurse Satisfaction, and Patient Satisfaction	Rebecca McCay Annmarie A. Lyles Linda Larkey 2018	The study aims to synthesize current evidence on nursing leadership styles, nurse satisfaction, and patient satisfaction.		Quantitative Method	Transformational leadership is when leaders take a visionary position to inspire followers.  Transactional leadership when a leader is more concerned with maintaining the flow of operations.	Results suggest that relational leadership traits contribute to greater nurse satisfaction whereas task-oriented styles may decrease nurse satisfaction.	Nurse leadership Nurse satisfaction Patient satisfaction	Lack of control for extraneous variables (as would be controlled in a randomized controlled intervention trial testing leadership styles) may limit the view of what might be missing from the description of relationships.	Journal of nursing care quality
9	Situational Leadership and Emotional Intelligence Contribution To Promote Nursing Leaders Effectiveness	Zakaa Mohamed Ahmed EL Bakshawan Fouada Mohamed Shaban	The aim of the present work is to study situational leadership and emotional intelligence contribution to		A quasi-experimental research design was utilized	Leadership is an interpersonal process, involves both followers and leaders to direct followers' activities	Nursing leaders at the studied setting need great attention to periodically attend program on situational leadership and emotional	Situational leadership Emotional intelligence Leadership effectiveness	The use of quasi-experimental design in this study limits the ability to conclude a causal	Tanta scientific nursing journal

	ess	Abdelsalam Ahmadi EL-Shaikh  Karima Ahmed EL-Sayed  2016	promote nursing leaders' effectiveness.			towards the purposeful pursuance of given objectives within a particular situation by means of communication.	intelligence to keep their promotion of leadership effectiveness		association between an intervention and an outcome.	
10	Leadership styles of nurse managers and their effects on nurse and Organizational performance, issues and problems	Abdulhafith Yahya Alharbi, 2017	The aim of this review was to evaluate the effect of leadership styles of nurse managers on nurse and organizational performances and identify the research gaps.		Qualitative analysis	A leadership style can be defined as the style adopted and used by a leader of a team to provide direction, guidance, motivate and implementing plans by the members of the team.	Increasing trend of medical errors demonstrate the importance of providing the right work environment and empowerment to the nurses and good leadership by nurse managers for their motivation and high level of performance.	Leadership styles  Organizational performances	This review is not a very critical one as the aim of the author was only to identify research gaps listed in the final section.	International journal of information research and review
11	Effect of Communication Skills Training Program for Head Nurses on Interpersonal Relations and Nurses' Organizational Commitment.	Maha Abdeen Abdeen & Wafaa Mustafa Mohamed 2021	The study aims to examine the effect of communication skills training program for head nurses on interpersonal relations and nurses' organizational commitment.		Quantitative analysis (questionnaire)	Communication is the act of conveying a message to others and also, the main skill for the effective functioning of health professional	Findings revealed that there was significant improvement in head nurses' communication skills mean score after the program implementation	Communication skills  Organizational commitment	Study doesn't include all staff nurses to ensure from the effectiveness of the program.	Egyptian journal of health care
12	Authentic leadership	Nishtha Malik	The objective		Quantitative		1. Results indicate	Authentic leadership	The study is	International

	and its impact on creativity of nursing staff: A cross sectional questionnaire survey of Indian nurses and their supervisors	Rajib Lochan Dhar Subhash Chander Handa 2016	of the paper is to examine the relationship between authentic leadership and employee creativity, while determining the mediating effect of knowledge sharing behaviour and moderating effect of use of information technology on the nursing association.		analysis (questionnaire)		that authentic leadership is positively linked to the creativity of employees.  2. Further, knowledge sharing behaviour is found to mediate the relationship between authentic leadership and employee creativity, while use of information technology acts as a moderator between knowledge sharing behaviour and employee creativity	Employee creativity	based on one mediator only. More mediators are warranted to fully understand the relationship between authentic leadership and employee creativity and the factors that impact this relationship.	journal of nursing studies, 2016.
13	The Effects of Authentic Leadership, Six Areas of Worklife, and Occupational Coping Self-Efficacy on New Graduate Nurses' Burnout and Mental Health: A Cross-sectional Study	LASCHINGER, Heather K. Spence BORGO GNI, Laura CONSIGLIO, Chiara READ, Emily 2015	1. The study tested a model linking authentic leadership, areas of worklife, occupational coping self-efficacy, burnout, and mental health among new graduate nurses.  2. The study also tested the validity of the		Quantitative analysis (questionnaire)	Luthans and Avolio (2003) described authentic leaders as leaders who are "confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and give priority to developing associates to be leaders".	Authentic leadership had a positive effect on areas of work life, which in turn had a positive effect on occupational coping self-efficacy, resulting in lower burnout, which was associated with poor mental health.	Authentic leadership  Occupational coping self-efficacy  Poor mental health	The response rate of 27% makes it a "not reliable" test.  Also, the cross-sectional nature of the study design precludes strong statements of causality.	International journal of nursing studies, 2015.

			concept of interpersonal strain at work as a facet of burnout.							
14	The Effect of Leadership Behaviour of Nurse Managers on Nurses' Work Motivation	Busra Selma Demirhan Elif Gezginci Sonay Goktas 2020	The study aims to investigate the effect of leadership behaviours of nurse managers on work motivation of nurses.		Quantitative analysis (questionnaire)	The Leader, however, is the person who influences the group and makes the change in the group's behaviours.	There is a moderate, significant and positive relationship between managers' leadership behaviour and nurses' work motivation.	Leadership behaviour Work motivation	This study is limited to the sample group in which the study is conducted, the results of the study cannot be generalized to all nurses.	International journal of caring sciences, 2020.
15	The Relationship between Transformational Leadership and Quality of Nursing Work Life in Hospital	Kaluku Suratno Saleh Ariyanti Kadar, Kusri 2018	This study aims to determine the relationship between transformational leadership and Quality of Nursing Work Life.		Quantitative analysis (questionnaire)	Quality of Nursing Work Life (QNWL) is an indicator of nurse satisfaction with their work and able to see opportunities for opportunities in the work environment.	Transformational leadership has a direct influence on Quality of Nursing Work Life.	Transformational leadership Quality of Nursing Work Life	The cross sectional nature of the study design limits the interpretation of causality to the evidence of covariation in the study variables.	International journal of caring sciences, 2018.

## 5.0 CONCLUSION AND

The purpose of this integrative review was to examine in literature and integrate the relationship of nurses' organizational commitment in hospital settings. Various factors from the research were considered and combined. These depend on their common meanings and relationships. Personal qualities and attributes of nurses, leadership and management style as well as conduct, perception of organisational context, job and work environment characteristics were among the categories. Factors within each selected criteria were discovered to have a favourable or negative impact on hospital nurses' organisational commitment.

Both work environment and leadership style have a favourable significant link with nurses' organisational commitment. As Nurses feel more confident, comfortable, and committed to an organisation when they have a good working environment. This was discovered would invariably increase employee engagement and make them accept all organisational difficulties positively and able to achieve all corporate objectives.

One argument could be that the findings of this study are context-specific and should be considered by management when developing initiatives to increase nurses' organisational commitment. The majority of the research included in this review used a cross-sectional design, revealing a favourable association between engagement, work environment, and organisational commitment among nurses.

As a consequence, future research could use longitudinal designs to explore the impact of the specific determinants of organisational commitment as much as possible. This is because, the current study finds a favourable relationship between the work environment and the organisational commitment of nurses. As most recent study revealed keeping employees happy or maintaining open lines of communication encourages them to devote more time and effort to their jobs. Lastly, the types of leadership style employed by hospitals was also seen to have positive result to nurses' engagement at work environment. As there it provides a strong link to organisational commitment. Thus, leadership style and organisational commitment have a considerable beneficial relationship.

### 5.1 LIMITATION OF THE STUDY

As there are limitations in the researches reviewed above, there are limitations in this work also. A comprehensive search term was used, so that one search phrase can give all works. It is not possible to discuss all works in an article of this size. So, the search was stopped when it was felt that adequate works have been collected. It is not claimed that this review is exhaustive. This review is not a very critical one as the aim was only to identify research gaps listed in the final section. Nor any systematic review or meta-analysis was attempted due to resource and time limitations. This simple approach resulted in discussing the works under different sections.

Based on the results of the search, 40 articles that were appropriate to the purpose of the study were put together and screened whether the titles in the article were the same or not. After screening, there were 25 articles with the same title. From this article, screening was based on eligibility according to the inclusion criteria and exclusion obtained 15 articles for further review. Stages in the search for articles to get 15 articles that would be reviewed are illustrated in Figure 1.

Research obtained from several studies conducted in various countries including KSA, Ghana, China, Portugal, Malaysia, Ethiopia, Taiwan, Jordan, the Czech Republic, Canada, Italy, Greece and Indonesia. After an assessment of the study quality, 15 articles can be categorized well and data extraction was carried out. This data extraction was done by analyzing data based on the author's name, title, year, location, purpose, method, and research results by grouping important data in the article. The extraction results can be seen in Table 1.

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