

Original Research Article

Impact of Leadership Styles on Work Related Stress among Nurses

Muhammad Hussain¹, Shahnaz akhtar², Inayatullah³, Muhammad Afzal⁴, Syed Amir Gillani⁵¹Assistant Professor, Lahore School of Nursing, The University of Lahore, Pakistan²BSN Student, Lahore School of Nursing, The University of Lahore, Pakistan³BSN Student, Lahore School of Nursing, The University of Lahore, Pakistan⁴Associate Professor, Lahore School of Nursing, The University of Lahore, Pakistan⁵Dean faculty of Allied Health Science, The University of Lahore, Pakistan

*Corresponding Author:

Shahnaz akhtar

Email: shahnazakhtaraslami@gmail.com

Abstract: It is very vital for this profession to provide Nursing care and treatment with great quality and respond to client's requirements. Leadership styles has a great role in professional task achievement, in this study was investigated the relationship between leadership styles (Transformational & transactional leadership style) work related stress in registered staff nurses. The aim of the study was to assess the impact of leadership styles for reducing work related stress among nurses. Quantitative descriptive cross sectional study design was used. Demographic information was presented such as age, sex, education, experience etc. In second part, transactional, transformational leadership style and work load questions are analyzed on the basis of 5 point Likert scale (1= strongly agree 2= Disagree 3= Neutral 4= Agree 5= strongly agree). Simple convenient sampling technique was used and Sample size was 180 Nurses from selected hospital. Reliability was checked on Cronbach, s alpha, it was .925 for Work Load, .969 for Transformational Leadership Style and .803 for Transactional Leadership Style that is reliable. Data was analyzed through SPSS software 21, and results shows that transformational leadership style has significant negative correlation with workload ($r = -.673, p = 0.00$). While transactional has significant positive relation with work load ($r = .493, p = .000$). Transformational leadership style has negative relationship with work load. While transactional has positive relation with work load.

Keywords: leadership style, Transformational leadership, work load, impact, staff nurses.

INTRODUCTION

Nursing profession is taken as stressful job. It has been notice that leadership's styles have a great influence on the productivity of the employee. Leadership style can be define as a style adopted by the leader giving true direction, implement their plans, and motivate their staff members to achieve the goals of organization [1]. Numerous of health care's organization emphasis there is a strong connection among effective leadership's styles and Job satisfaction factor increases the self-esteem in staff nurses to stay in health care organization which they are more satisfied [2]. There are much leadership styles which were used by nurse's manger in health care settings. There is a restricted literature review in area of as a Nurse Manger leadership styles [3]. A research was conducted on causes of the stress and the job satisfaction among nurses at Ridge Pantang Hospitals in Ghana" leadership styles are the one of the most contributing factor increases the stress among nurses [4]. In health care settings the impact of work on nurses is too high. Work load related stress has been defined as a person who is unable to complete or meet their goals which are placed

on them [10]. Nurses are the only one who cares the patient, administer the medicine, document all things and manages the ward. Staff nurses are largely exposed with psychosocial factors which has a great impact on Quality of life, Productivity of work, and job satisfaction, these factors include "Lack of control, shift work, insufficient resources, poor reward system, inadequate communication of staff members in hospitals"[5]. In Pakistan there is limited work on the leadership styles of nurse manager, nurses are willing to do job in hospitals but they are not satisfied with their jobs due to immense work load, which has direct impact on performance of employees. In coming years high work load was an arising alarm for hospitals in term of quality care. Different kind of stressor enforced by higher management result into nurse turnover such as "requesting correspondence and association with patients relatives, deficiency of staff,, exigency cases, high workload, understaffed and absence of backing or feedback from their seniors" changing health services environment are a couple elements influencing nursing practice today. Numerous hospitals confront how to cope these issues which affect the productivity of

nurses. The shortage of nurses in the hospital create hinders to deliver the full quality of care. These factors lead to the lack of satisfaction among nurses [4]. According to [6] stress is physiological and psychological emotional or spiritual discomfort that occur when a physical or environmental stimuli is excess demanding. In many hospitals most of the nurses prefer transactional leadership's style to lead the staff nurses rather than transformational leadership style [7]. Jones [8] surveyed sixty case studies in health care management confirmed that leadership was emphatically linked with turnover, individual and employment execution. Be that as it may, no researcher has examined or analyzed the roles of transformational leadership style on reducing work related stress among nurses. "Transformational leadership style involves the leaders showing their association with employees to identify the changes required for workplace, formation of plan regarding required changes, driving force for staff motivation and executing the plan with committed members of the group"[9]. Additionally, transformational leaders, contributes to continual improvement of nurses results, work environments, overall performance and productivity of health care system. On the other hand transactional leadership style leads to higher rates of disappointment among nurses and poor outputs for the health care organization [11]. Most of the staff nurses believe that they should be involved in the decision making of wards, full support get from senior and health team members, they should be participate for the patient concerns, proper communication is present between nurse and manager, no any kind of favoritism or discrimination is present in nurse manger mind, treat the staff equally, collaboration should be present, these are the success factors of effective organization [16]. Researches in nursing explore the different stressors however some common stressors are Work load related stress, quality of life and job satisfaction are the major components that extraordinarily make the nursing, hectic occupation. Prolonged Stress causes different disease in individual such as heart diseases, hypertension etc. The end result of prolonged stress is employed work productivity is low and negative relation with job satisfaction [29]. Annually an organization loss billions of dollars stress related illness. These are factors that contribute the employed productivity is low and their major issues related to health and job satisfaction. These are outcomes which should be minimizing in health care setting to decrease the level of stress. Nurses and other health care team members are affected by these kinds of stressors. One of the most important stressors in nurses is work load; high workload causes extreme distress and their decrease the job satisfaction leading the staff turnover. Nurse's mangers and other health members of administration must focus on these stressors to overcome these hurdles to promote the healthy environment and increase their effectiveness [12].

STATEMENT OF PROBLEM

Work related stress in staff nurses is so high [13]. Leadership styles & work load related stress are major contributing factors in the government hospitals of Pakistan which has a great influence on staff nurses. The outcome of un-flexible leadership styles leads to increase work load, dissatisfaction with job, and turnover of staff.

PURPOSE OF THE STUDY

Purpose of this research work was to know about an impact of leadership styles for reducing work related stress among nurses.

SIGNIFICANCE OF STUDY

This study was important for nurses, because it will enhance the knowledge of nurses regarding management leadership styles, and its effects on subordinates and side by side, Moreover a result of this study will be helpful for the organization, and decision maker to implement the best leadership style in their organization to increase productivity of staff nurses and quality care.

- **Work related stress:** "Work load related stress has been defined as a person who is unable to complete or meet their goals which are placed on them" [10].
- **Job satisfaction:** "job satisfaction is reflected by attitude and behavior of employee towards work" [14].
- **Leadership styles:** "Leadership style can be define as a style adopted by the leader giving true direction, implement their plans, and motivate their staff members to achieve the goals of organization" [1].
- **Transformational leadership:** "A boss who permit their staffs to become leaders by means of establishing healthy connection with them to achieve the organizations goals, with the idea of meeting the team's vision" [15].
- **Transactional leaders:** "Transactional leadership can be described as "keeping the ship afloat." A way of leadership that is more task-oriented and is described as regulatory type behavior, power-tripping, or narrow-minded leadership" [17].

RESEARCH OBJECTIVES

To investigate the relationship between leadership styles (Transformational & transactional leadership style) and work load in registered staff nurses.

Hypothesis

- H_0 Transformational style has negative relation (not directly linked) with work load.
- OR
- H_1 Transactional style has positive relation (directly linked) with work load.

LITERATURE REVIEW

The future achievement of conveyance medical services frameworks are based after having compelling leaders that can create interdisciplinary groups to enhance patient care results, give the effective cost quality care and make positive workplaces. The survey of sixty case studies in health care leadership has confirmed that leadership was emphatically linked with turnover, individual and employment performance. No researcher has examined or analyzed the roles of transformational leadership style on reducing work related stress among nurses [14]. Transformational leaders, also known as the relationship leadership contributes to improving the results for nurses, work environments and overall performance and productivity of health care system. While transactional leadership styles is known to make higher rates of nursing disappointment, poor results for the health care organization, and also lower retention rates [11]. Cause and effects of leader ship styles and work related stress has been studied for long time and has found one of the major component lead to nurse turnover. The consequences of work related stress are job unsatisfaction and poor patient care resulting in majority of nurses leaving this professional completely. High jobs stress turns into ill health, less interest in nursing occupation and even high absenteeism rate. Research in work related stress finds numerous factors, Work load, Organizational support, Social support, Autonomy, Relationship with colleagues, Poor communication, Rewards [18].

Transformational style a collaborative practice among staff nurses and other members of health team were increase the satisfying level of nurses, increase productivity of work and more efficient in his field. This outcome was increase the optimum level of success of organization [16]. The first factor include the work related stress is work load arising from limited resources and on inability to provide give high quality patient care. Nurses report that immense work load or due to poor strength of nursing staff and high patient ratio [19].

Work load related stress has been defined as a person who is unable to complete or meet their goals which are placed on them. Research on work related

stress has been investigated for long time and has been observed to be a major stressor factor. Many Researchers has strongest belief that the experience of work load related stress has nasty effects both on health and safety of workers [10]. According to [20] it has been reported that massive work load on nurses decline their work productivity and health. Transformational leadership style has extraordinary linked to a leader's additional push to increase their organization output, leadership satisfaction, and leadership effectiveness. On the contrary, transactional style had a weak connection to a leader's and limited contribution towards organization output, leadership's satisfaction and effectiveness [21]. According to [22] Nursing managers in hospitals showed excellent leadership styles, principally on the field they utilized the transformational leadership style approach, and their nurse manger include no-discriminative structure for their staff nurses [22]. The survey was done nurses were reported during this survey decline quality of care due to work load environment [23]. This study indicated that prime steps must be made to decrease the contrasts between nursing leaders and staff nurses, keeping in mind the end goal to share regular objectives, language, the general objective of nursing leaders is to make advance equipped or competent nurse who gives quality care services [24]. According to American Nurses Association [31]. The goal of the nurses is to make or provide the safe and healthy environment for patients and medicinal services suppliers. These sheltered environment rule that backings the act of American nurses, number one synergistic relationship number two interpersonal interaction number three pay for quality number four Principles for nursing staffing number five nursing documentation number six designation by enrolled medical attendants to unlicensed assistive faculty number seven ecological wellbeing for nursing with usage procedures [31]. A study was conducted by ANA 2010 during this survey it has been reported that seventy five percent of respondents believe that the graph of the quality of nursing care is decline due to work load. Therefore head nurses should create environment and apply flexible styles at work place nurses are able to share their problems with the colleagues and manger ultimately decreasing the work stress, absenteeism and decreases chances of nursing leaving the profession. The social supportive environment also increases the job satisfaction.

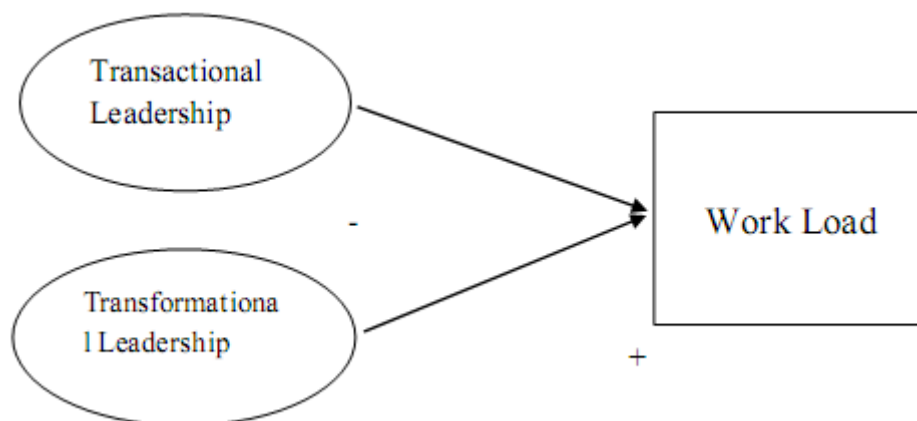


Fig-1: Research Framework

Transformational leadership style negative relation which means that it decreases the work related stress and increase the job satisfaction among employees. While transactional leadership style has positive relation with work load which means it increases the work related stress and decreases the job satisfaction among employees.

METHODOLOGY

Cross-sectional descriptive design was used to conduct this research study. The total population of staff nurses working in Services hospital is 1000 in which 700 are registered nurse while remaining nurses on contract basis. This population consists of both male and female nurses and their ages are between 19-59 years. These staff nurses are doing day and night shifts in different departments of wards in hospital. Their education level varies from one another. A convenient sampling was being done during this research. By applying the solvin’s formula $n=N/+N(E)^2$ sample size for this study came out 200 where n= Sample size, N= population and E= Margin error. All female registered nurses who had experience of at least 5 years in Service hospital Lahore are included in this study. Those who are excluded in the research are either nurses having less than 5 years’ experience or not willing to participate. In addition, students are also excluded in this research work. Therefore, total 400 registered nurses having more than 5 years’ experience are

participated in this research work. Instrument used in this study was questionnaire which has three parts. In first part, demographic information was present such as age, sex, education, experience etc. In second part, transactional and transformational leadership style questions are analyzed on the basis of 5 point Likert scale (1= strongly agree 2= Disagree 3= Neutral 4= Agree 5= strongly agree). In the third part, questionnaire related to work load analyzed on the basis of 5 point Likert scale (1= strongly agree 2= Disagree 3= Neutral 4= Agree 5= strongly agree). In this research the in-dependent variable are transactional and transformational leadership styles and dependent variable is work load. The data was analyzed on SPSS version 21. The participants were informed about the nature of the study, provided with complete information of the research in order to get accurate results.

DATA ANALYSIS

The chapter focuses on data analysis. The primary statistical procedures are applied on the data. Moreover, the results and important points is discussed, lastly hypotheses is tested.

Demographic Analysis

The entire Respondents sample size 180 consist on female staff nurses which were working in government hospital Lahore (n=180,100%) and is given in Table 1.

Table 1: Age of Respondents

Age Group		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 Years	27	15.0	15.0	15.0
	26-35 Years	85	47.2	47.2	62.2
	36-50 Years	58	32.2	32.2	94.4
	Above 50 Years	10	5.6	5.6	100.0
	Total	180	100.0	100.0	

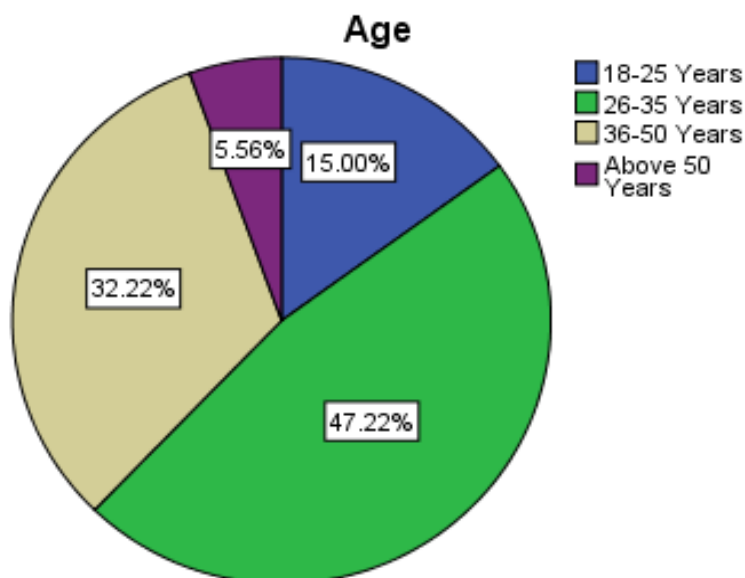


Fig-1: Age of Respondents

Around 15 % (n= 27) of the respondents are up to 18-25 years old 47.2% (n=82) between 26 to 35 years of age, 32.2% (n=58) were between 36-50 years age and

5.6% (n=10) was above 50 years of age. All data regarding age of respondents is summarized in table 1. Fig 1.

Table 2: Qualification of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	nursing diploma 4 Year	138	76.7	76.7	76.7
	Post RN	41	22.8	22.8	99.4
	other or BSN	1	.6	.6	100.0
	Total	180	100.0	100.0	

Around 76.7 % (n= 138) staff nurses was do Nursing diploma 4 Year, 22.8% (n=41) staff nurses was do 2 Year post R.N, .6% (n=1) staff nurses was do other

degrees such as M.S.C psychology. All data regarding of respondents is summarized in table 2.

Table 3: marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	96	53.3	53.3	53.3
	Married	84	46.7	46.7	100.0
	Total	180	100.0	100.0	

Around 53.3 % (n= 96) staff nurses are un-married, 46.7% (n=84) staff nurses was married. The

data of marital status of respondent nurses is summarized in table 3.

Table 4: Stay in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 years	1	.6	.6	.6
	1-5 years	53	29.4	29.4	30.0
	6-10 years	78	43.3	43.3	73.3
	above 10 years	48	26.7	26.7	100.0
	Total	180	100.0	100.0	

Around .6 % (n= 1) staff nurses were have less than 1 year experience, 29.4% (n=53) staff nurses were have 1-5 years' experience, 43.3% (n=78) staff nurses were have 6-10 year experience, 26.7 % (n= 48) staff nurses have above 10 year experience. All data regarding of respondents is summarized in table 4.

Descriptive and normality statistics

First of all, the data was analyzed for missing values and other typing errors so that errors could be

eliminated. Next, the values of the data are examined by analyzing normality. In addition, normality is assessed through skewness, kurtosis and histograms [30]..scores of Work load, Transactional Style, Transactional Style were normally distributed and were well in range +1 to -1. The summary of skewness and Kurtosis results are given in table 7.00.

Descriptive Analysis of Dependent variable: Work Load

Table 5: Summary of Mean, Mode, Median, Range, SD, Range

Statistics		trans_f	work_l	trans_A
N	Valid	180	180	180
	Missing	0	0	0
Mean		2.23	2.72	3.45
Median		1.58	2.90	3.60
Mode		2	2	4
Std. Deviation		1.039	.880	.757
Variance		1.079	.774	.573
Range		3	3	3
Minimum		2	1	2
Maximum		5	4	5

To calculate the statistical data for the descriptive analysis of dependent variable, the sample size i.e. 'n' of 180 nurses was used and range score was 3 , 2.72 is mean, also the standard deviation are (M = 2.90, SD =.880). Statistical data= range, mean median and standard deviation are given in table 5.

Transformational Leadership Style

To calculate the statistical data for the descriptive analysis of transformational leadership style, the sample size i.e. 'n' of 180 nurses was used for analysis purpose, range of score was 3 , 2.23 is mean and standard deviation are (M = 1.58 SD = 1.039).

Statistical data= range, mean median and standard deviation are given in table 5.

Transactional Leadership Style

To calculate the statistical data for the descriptive analysis of transactional leadership style, the sample size i.e. 'n' of 180 nurses was used for analysis purpose while range of score was 3 to 3.45 is mean and standard deviation are (M =3.60, SD =.757). The statistical analysis independent variable is summarized in table 5.

Validity and Reliability Assessment

Table 6: Reliability Assessment

	Cronbach alpha
Work Load	.925
Transformational Leadership Style	.969
Transactional Leadership Style	.803

Table 6 shows the Cronbach's alpha for five scales applied in the research study.

Those values of Cronbach alpha which is above 0.70 is normally taken as acceptable indicator of internal consistency reliability [25].

Table 6, clearly shows that the alpha values of work load, transformational leadership style and transactional leadership style is above 0.7 which is acceptable.

Validity Assessment

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.940
Bartlett's Test of Sphericity	Approx. Chi-Square	4461.586
	Df	351
	Sig.	.000

The instrument used to check the validity of research is comprises of 25 items. Further, the instrument is divided into two categories i.e. dependent and independent variable. In this research, there are two independent variables i.e. transformation and transactional leadership style and one dependent

variable i.e. work load. Moreover, assumptions imply that KMO value must be above 0.60 and Bartlett's test must be significant so whole set criteria were fulfilled. KMO and Bartlett's Test given in table 7.

Correlation Matrix

Table 8: Correlations

		trans_f	work_l	trans_A
trans_f	Pearson Correlation	1	-.673**	-.592**
	Sig. (2-tailed)		.000	.000
	N	180	180	180
work_l	Pearson Correlation	-.673**	1	.493**
	Sig. (2-tailed)	.000		.000
	N	180	180	180
trans_A	Pearson Correlation	-.592**	.493**	1
	Sig. (2-tailed)	.000	.000	
	N	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Results shows that transformational leadership style has significant negative correlation with workload ($r = -.673, p = 0.00$). While transactional has significant positive relation with work load ($r = .493, p = .000$). Transformational leadership style has negative (Decreases) relationship with work load. While transactional has positive (Increases) relation with work load. Correlation Test given in table 8.

provides the information of the effect of transformational and transactional leadership style on work load which is dependent variable. In addition, the hypothesis is tested on the basis of regression analysis information. Value of r square provides the information to elaborate the amount of variance. However, the value of adjusted r square provides the same information but in a more accurate way.

Hypothesis Testing

Regression Analysis

To study the relationship between variable, regression analysis is performed. This analysis test also

H_0 Transformational style has negative relation with work load:

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.683 ^a	.467	.461	.646	.467	77.497	2	177	.000	.911

a. Predictors: (Constant), trans_A, trans_f
 b. Dependent Variable: work_l

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.243	.367		8.837	.000
	trans_f	-.497	.058	-.587	-8.626	.000
	trans_A	.169	.079	.145	2.135	.034

a. Dependent Variable: work_l

The results of regression analysis are given in table # 9 & 10, explaining the relationship of transformation leadership style with the work load. In table 10, the value of beta i.e. -.497 (p = .000) is showing that the transformation leadership style has negative relationship with work load. Whereas in table 9, value of R² = 46 % (F=77.497, p=.000) showing the

variance caused by independent variable (Transformational style) in dependent variable (Work load).

H₁ Transactional style has positive relation with work load:

Table 11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.243	.367		8.837	.000
	trans_f	-.497	.058	-.587	-8.626	.000
	trans_A	.169	.079	.145	2.135	.034
a. Dependent Variable: workload						

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.683 ^a	.467	.461	.646	.467	77.497	2	177	.000	.911
a. Predictors: (Constant), trans_A, trans_f										
b. Dependent Variable: work_l										

The results of regression analysis are given in table # 11 & 12, explaining the relationship of transactional leadership style with the work load. In table 11, the value of beta i.e. .169 (p = .000) is showing that the transactional leadership style has negative relationship with work load. Whereas in table 12, value of R² = 46 % (F=77.497, p=.000) showing the variance caused by independent variable (Transactional style) in dependent variable (Work load).

DISCUSSION

This study adds to the developing exploration in the field of management by testing whether the relationship among transformational and transactional leadership and workload is directed by organizational settings. Results of this research shows that transformational style has a significant negative relation with workload. Fascinating results shows that transformational leadership style decreases the work related stress and increase the job satisfaction among employees [26]. Moreover previous studies of results shows that transformational style changes the moral values, beliefs, attitudes towards work increases the self confidence in the employees [27]. Along with this transactional leadership styles has a positive relation with workload. Transactional leadership styles create higher disappointment in employees and poor job satisfaction [28].

CONCLUSION

Work related stress in nurses is too high. Leadership styles & work load related stress are major

contributing factors in government hospitals of Pakistan which has great influence on staff nurses. The outcome of un-flexible leadership styles leads to increase work load, dissatisfaction with job, and turnover of staff. To apply optimum leadership styles & excellence standards of practices in health care organization refine the level and standard of leadership styles of head nurses to improve the quality life and productivity of staff nurses. The results showed that transformational has negative relation with work load. It decreases the work related stress among nurses. While transactional has positive relation, it increases the work load among nurses. This study is important for nurses, because it will enhance the knowledge of nurses regarding leadership styles. Moreover, results of this study will helpful for the organizations, because different organizations demand the maximum increase of productivity of staff nurses. Therefore, leadership style is a key factor to achieve the organizational goal in terms of productivity as they will implement best leadership style in their organization to increase productivity of staff nurses.

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