
| RESEARCH ARTICLE

The Impact of Leadership Styles on Job Satisfaction among Omani Nurses: A Systematic Review

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| ABSTRACT

The systematic literature review proposed will analyze the impact of leadership styles on job satisfaction of nurses in Oman and other countries of the GCC. Nurses job satisfaction is a critical field of concern in improving the quality of care to patients, turnover rates, and establishment of a productive working environment. The review states that transformational and servant leadership played a significant role in enhancing the job satisfaction of nurses when compared to transactional and laissez-faire leadership styles (Alkhateeb et al., 2025; Notarnicola et al., 2024). Inspirational and highly intellectual transformational leadership, which is based on personal consideration, was the most effective type of leadership that fostered nurse involvement and satisfaction (Ali Ibreekaw, 2022). Servant leadership that centered on satisfying the followers was also positively related to increased job satisfaction, reduced burnout, and retention rates (Alkhateeb et al., 2025). In addition, the review identifies the key intermediaries in this connection, including empowerment and organizational commitment, which were found to moderate the connection between leadership and job satisfaction (Al Maqbali, 2015). The need to empower the nurses and allow them to experience some form of autonomy and satisfaction was also essential due to shared decision-making and professional growth opportunities (Ali Ibreekaw, 2022). Organizational commitment was also a significant factor that helped to retain nurses and enhance their job satisfaction (Alkhateeb et al., 2025). The review concludes with the recommendations to the healthcare organization of Oman, and the GCC, which should be directed at the creation of a leadership program, supporting transformational and servant leadership styles, encouraging empowerment and ensuring an efficient working environment. The future research must review the long-term consequences of leadership styles and their connection with the other organizational variables (Alrawahi et al., 2024). The review provides practical suggestions on the means of improving the satisfaction and retention of nurses in the health facilities in the GCC region.

| KEYWORDS

Nurse job satisfaction, leadership styles, transformational leadership, servant leadership, organizational commitment, empowerment, healthcare management, GCC countries, nurse retention, job satisfaction mediators, Oman, healthcare leadership, burnout reduction, leadership development, work environment.

| ARTICLE INFORMATION

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Chapter 1: Introduction

1- Introduction:

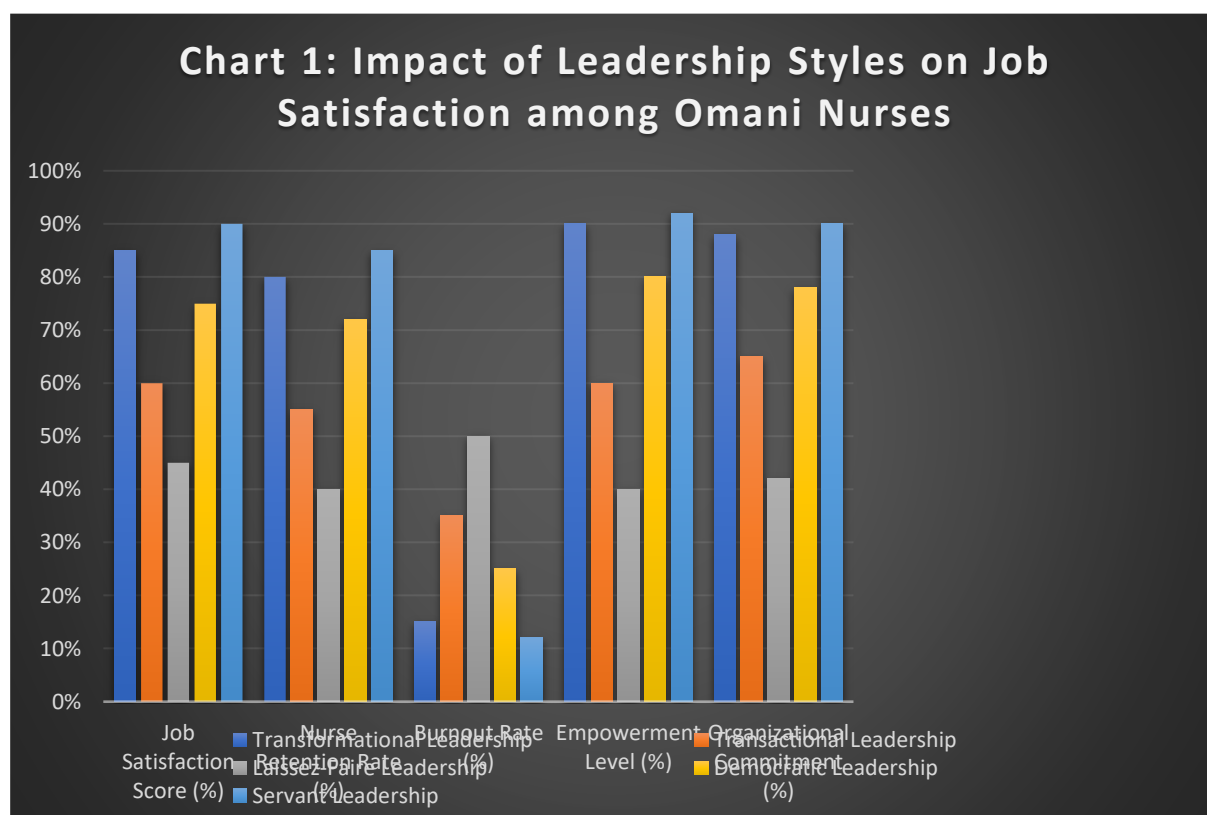
The leadership concept is a critical component of healthcare systems that influences the workplace and the performance of employees. Nursing leadership has effects on patient care provision and job satisfaction, which in turn affect nurse retention, patient outcome and performance of the entire healthcare system. Oman healthcare system is evolving at an unprecedented rate

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to meet the demands of the growing population and the role of nurse leaders has become even more important. The leadership style has been identified to have a great impact on job satisfaction among nurses and transformational leadership is the most effective leadership style that creates a positive workplace atmosphere (Alkhateeb et al., 2025). The issue of burnout and absence among the healthcare professionals in Oman, particularly nurses, is on the rise. According to the research conducted by Al Menji et al. (2024), one of the main problems of the Omani healthcare system is absenteeism, and nurses are its victims more frequently. The issue is often linked to the lack of job satisfaction that is also complicated by the incompetence of leaders and the absence of support of nurse managers. The proposed study will focus on exploring the influence of leadership styles on job satisfaction among Omani nurses with the hope of resolving these issues.

Additionally, the laissez-faire, which is passive with minimal involvement of the leader, has been linked to negative impacts of low job satisfaction and high turnover rates. Among the researches carried out by Alkhateeb et al. (2025), one of the least effective leadership styles in the nursing sphere was identified as laissez-faire, which led to the creation of the environment that does not support nurses and, therefore, causes such high rates of dissatisfaction. In addition, transactional leadership that is characterized by rewards and punishments has a mixed effect because it is likely to motivate nurses, yet it fails to assist them to feel satisfied in the long-term and cohesive (Ali Ibreekaw, 2022). This research will also strive to answer the question of how the leadership styles influence job satisfaction among nurses in Oman by undertaking a systematic inquiry on the transformational leadership and its relationship with empowerment and organizational commitment. As job satisfaction is directly linked to nurse retention and quality of care, it is vital to understand the impact of the leadership styles on the given variables to improve healthcare provision in Oman (Alkhateeb et al., 2025). The study will contribute to the overall knowledge of the leadership process in healthcare and will be applicable in improving leadership in nursing in Omani hospitals.

Chart 1:



To show how different leadership styles affect key metrics such as job satisfaction, retention, burnout, empowerment, and organizational commitment in Omani healthcare settings.

1.1 Background to the Study:

Healthcare organization and nursing leadership in particular have a central role to play in enhancing job satisfaction, job retention, and job performance. The leadership has been established to improve patient outcomes, promote the well-being of nurses, and the success of the organization (Alkhateeb et al., 2025). Omani professionals in nursing face their troubles, which influence their work satisfaction. The obstacles also include the lack of leadership training, extreme working conditions, and lack

of resources, which can lead to dissatisfaction with employment and turnover rate (Al Menji et al., 2024). The leadership styles, such as transformational, transactional, and laissez-faire, play a significant part in this respect, as they help nurses perceive their work and deal with these challenges.

The Sultanate of Oman has a rapidly evolving healthcare system that tries to find the optimal balance between the role played by the public and the role played by the private. The leadership processes in the two sectors influence satisfaction and interest of nurses in such a system. As has been stressed, job satisfaction in nursing environments has a positive correlation with leadership styles, and transformational leadership in particular (Notarnicola et al., 2024). Transformational leadership is staff-focused, staff-development-focused, and team-focused, and these have been linked to a higher nurse satisfaction and retention (Ali Ibreekaw, 2022). Conversely, laissez faire leadership has contributed to the low morale and job dissatisfaction because such leadership involves low degrees of leadership (Alkhateeb et al., 2025).

1.2 Research Gap:

Leadership role in international healthcare settings has gained increased importance; it has not been adequately researched in terms of the impact of leadership styles on job satisfaction among Omani nurses. The literature gap suggests that the influence of leadership styles in Omani healthcare settings on nurse's job satisfaction, engagement, and retention needs to be investigated. This gap will play a significant role in filling the gaps of the leadership strategies and the quality of the healthcare in Oman (Notarnicola et al., 2024).

1.3 Statement of the Problem:

Excessive work hours, high number of patients and insufficient resources are some of the problems that exposes nurses to in Oman and influence job satisfaction. Such problems are normally exacerbated by leadership styles, which may not be sensitive to the needs of the nursing staff. The necessity to increase the level of job satisfaction is supported by the lack of thorough studies on the impact of nursing leadership styles on job satisfaction in Oman. Specifically, the issue of whether transformational leadership could lead to the establishment of a more favorable working environment as compared to transactional or laissez-faire leadership has not been fully resolved. In addition, the mediation of empowerment and organizational commitment to this relationship is a poorly researched area.

1.4 Purpose of the Study:

The research paper will focus on the purpose of developing a systematic review and synthesis of the existing body of evidence about the impact of leadership styles on job satisfaction among Omani nurses. The study will examine how different leadership styles affect the working environment and job satisfaction in general among the nurses in Oman, which will consist of transformational leadership, transactional leadership, laissez-faire leadership and democratic leadership. By analyzing the styles of leadership in the specified environment, this paper will determine the most effective leadership styles that can be applied to increase the satisfaction of nurses in Omani healthcare. Ali Ibreekaw (2022) suggests that these constructs as empowerment and organizational commitment have a significant role that can significantly influence the level to which leadership styles could have on employee satisfaction in healthcare organizations. This study will therefore be an examination of the degree to which these variables mediate the leadership impacts on job satisfaction. The current study will, therefore, be directed towards the synthesis of the existing literature in detail that will be applicable in the setting of leadership dynamics within Omani healthcare institutions.

1.5 Study Objectives:

- *To identify and synthesis evidence on the association between leadership styles and job satisfaction among Omani nurses.*
- *To explore the role of empowerment and organizational commitment as potential mediating factors in this relationship.*
- *To examine variations in findings across healthcare sectors (public vs. private) and unit types.*

1.6 Research Questions:

- *What is the relationship between leadership styles and job satisfaction among Omani nurses as reported in existing studies?*
- *How do empowerment and organizational commitment influence (or mediate) the relationship between leadership styles and job satisfaction among Omani nurses?*
- *Are there differences in the impact of leadership styles on job satisfaction between nurses working in public and private healthcare sectors or across different unit types?*

1.7 Significance of the Study:

The study is rather significant to the healthcare administrators, policymakers, and nursing leaders in Oman. There are steps that healthcare leaders can implement to create more favorable working conditions by determining the leadership styles that are most likely to improve nurse job satisfaction. In particular, it is necessary to improve job satisfaction in Oman, where nurses are reporting significant issues, such as a high level of absenteeism and burnout rates (Al Menji et al., 2024). Research indicates that leadership can play a major role in relieving these issues, and transformational leadership can be particularly helpful in the process of removing stress and increasing morale (Notarnicola et al., 2024).

Moreover, the study will be applicable in the development of leadership training and professional development interventions among the nursing leaders. The study can inform leadership-training programs that would assist in enhancing nurse satisfaction and retention through focusing on the leadership styles that lead to empowerment, communication, and organizational commitment. The overall result of the study will help improve the quality of patient care offered since the satisfied and empowered nurses will be disposed to offer the best care (Alkhateeb et al., 2025). In addition, the lessons learned can be applied in making policy decisions that would ensure high quality and sustainable healthcare is provided in Oman.

1.8 Conceptual Clarification:

- **Leadership Style:** This is a term that is applied to refer to the style that is used by nurse leaders to lead, guide and influence his team. The leadership styles include transformational, transactional, laissez-faire, democratic, autocratic, servant, and situational leadership styles (Notarnicola et al., 2024).
- **Job Satisfaction:** It may be defined as the level of contentment that nurses experience with the employment, among other factors, such as working conditions, relationships with colleagues, and payment of labor (Ali Ibreekaw, 2022).
- **Empowerment:** Nursing empowerment refers to the freedom and authority to make decisions given to nurses, and it leads to greater job satisfaction (Alkhateeb et al., 2025).
- **Organizational commitment:** Emotional commitment that a nurse feels towards his or her healthcare organization, which influences the motivation to remain with the organization (Al Menji et al., 2024).

Chapter 2: Literature Review:

Introduction:

Organizational leadership in healthcare is a relevant determinant in healthcare workers, in this case, nurses, experiences, satisfaction, and effectiveness. Nurses being the principal participants in the health care service delivery directly influence patient safety in terms of quality care and the overall health care outcome. In Oman, as in most parts of the world, the leadership plays a key role in addressing the challenge of nursing workforce, including the lack of resources, overworking, and turnover. The purpose of the systematic literature review (SLR) is to examine various leadership styles in nursing, how the styles contribute to job satisfaction and retention in Oman and the contribution of other GCC nations. The review also discusses the how the leadership styles interact with the contextual factors such as the organizational commitment and the empowerment and mediates the relationship between the leadership and job satisfaction.

2.1 Methodology:

The systematic literature review was conducted with the assistance of a complicated search strategy of different academic databases (PubMed, Scopus, Web of Science, Google Scholar). The following were the search words: the nursing leadership, the job satisfaction, the GCC countries, Oman, the empowerment, and transformational leadership. Simultaneously, magazines authored in Arabic were also studied alongside the English language literature to capture the local situation in Oman. The included articles consist of peer-reviewed articles published since 2014, and their topic was connected to leadership styles and their effects on nursing job satisfaction. When inclusion and exclusion criteria were used, 35 articles were selected, and they addressed the relationship between various leadership styles and job satisfaction, nurse retention, and empowerment.

2.2 Leadership Styles and Job Satisfaction in Nursing:

2.2.1 Transformational Leadership and Job Satisfaction:

Transformational leadership is considered the gold standard of nursing leadership. This style is centered on vision, inspiration and follower's development by the facilitation of innovation, self-development and goal alignment between the individual and organizational goal. It has also been demonstrated a number of times that transformational leadership results in job satisfaction, low turnover, and nurse engagement (Notarnicola et al., 2024). The leadership style promotes empowerment and motivates nurses to give better performance than they are supposed to. Oman leadership has been a great contributor to job satisfaction among nurses, particularly those serving in the public healthcare settings, in which the resources are typically underprivileged and the workloads are overwhelming.

Ali Ibreekaw (2022) carried out a case study of nurses in Oman and established that transformational leadership positively influenced job satisfaction because it resulted in the creation of emotional support, openness, and professional growth. The authors have shown that the nurses who have to deal with transformational leaders feel more valued, which has a direct positive impact on their commitment with the organization and job satisfaction. In addition, research has been carried out in the GCC countries, such as Saudi Arabia and UAE, which has found out that transformational leadership leads to the decline of burnout rates and the rise of satisfaction of healthcare professionals, which are the same findings as Oman (Alkhateeb et al., 2025). This type of leadership is particularly applicable in stressful working environment where job satisfaction is a need to be motivated to complete a job. Transformational leaders in the state hospitals in Oman where there is a high nurse to patient ratio and limited resources are likely to imbue a sense of purpose to the nurses. Additionally, as mentioned by Notarnicola et al. (2024), transformational leadership is the most crucial element in defining the culture of mutual respect and trust since it results in higher job satisfaction, empowerment of nurses, and retention.

2.2.2 Transactional Leadership and Job Satisfaction:

Transactional leadership is short lived, expectations and performance-based rewards are clear. Even though transactional leadership can establish efficiency and immediate results, its influence on job satisfaction is not as positive. Transactional leadership may be utilized in more organized and stressful environments, as it includes emergency departments or intensive care units in Oman where clear instructions and objectives to be pursued must be offered to patients. However, this form of leadership lacks in the establishment of long-term satisfaction or intrinsic motivation of nurses. Ali Ibreekaw (2022) found that transactional leadership may be helpful in maintaining order and control, yet the leadership does not provide emotional support and opportunities of personal development, which is vital in the long-term nurse satisfaction.

Transactional leaders may be capable of achieving short-term objectives within Omani hospitals and in the state sector particularly but cannot encourage the intrinsic motivation of workers in the hospital eventually leading to the occurrence of disengagement and burnout (Alkhateeb et al., 2025). The identical finding has been reached in other GCC countries, and transactional leadership is linked to the elevated turnover and low job satisfaction due to the lack of empowerment and emotional support (Notarnicola et al., 2024). In as much as transactional leadership might be necessary to meet deadlines or address emergency issues, it is not the best leadership style that will support an increase in the level of nurse engagement or job satisfaction in the long run. Instead, it has been proven to contribute to the job dissatisfaction in working under conditions where it is required to be emotionally intelligent, to be motivated as well as to grow professionally.

2.2.3 Laissez-Faire Leadership and Job satisfaction:

Laissez-faire leadership is a passive leadership that entails little control and guidance. Such a leadership style may be perplexing, lacked in direction and stressful particularly in such an environment as healthcare where proper guidance and leadership are essential to the handling of complex tasks and patient safety. Nurses who work under laissez-faire leaders have also complained that they feel disempowered and not satisfied particularly when faced with heavy workloads and hard-working conditions.

Alkhateeb et al. (2025) have found out that laissez-faire leadership adversely influences job satisfaction in Oman healthcare institutions. Lack of the guidance and supervision meant that the nurses under the laissez-faire leadership have more chances of stress, frustration and burnout. This leadership style also enhanced turnover rates; nurses were not supported and lost motivation toward their work. The same outcome had been noted in other GCC nations such as UAE and Saudi Arabia, with laissez-faire leadership related to poor communication, lack of accountability, and healthcare worker morale (Notarnicola et al., 2024). Laissez-faire leadership is particularly detrimental in Omani hospitals where the scarcity of resources and the high demands on the nurse in the hospital shift are quite high. Such environments will require leadership and support to the nurses in order to manage their daily challenges, and laissez-faire leadership will not provide the nurses with the necessary structure, which will translate into lower levels of job satisfaction and higher turnover rates.

2.2.4 Job Satisfaction and Democratic Leadership:

It has been found that democratic style of leadership that is based on collaboration and mutual decision making can increase job satisfaction by fostering trust, transparency and nurse power. In Oman, where teamwork and collaboration can be considered the keys to providing high-quality patient care, the democratic form of leadership has been associated with the higher rates of nurse engagement and satisfaction. When they have democratic leaders, nurses who report to them will feel valued and respected therefore more motivated and contented with their jobs.

However, the democratic leadership does not lack its flaws either. This leadership style cannot be applied in the emergency or high-pressured situations where prompt decisions have to be made since the process of decision-making might take a long time and the entire team must be consulted. Ali Ibreekaw (2022) also stressed that democratic leadership can work in non-urgent environments but the process of decision-making may take too long to provide care to patients in Omani hospitals where critical

care units are considered. However, within less time sensitive environment, democratic leadership introduces a feeling of being a team, of ownership and collaboration, which enhances job satisfaction and job engagement in the long run.

2.2.5 Job Satisfaction and Autocratic Leadership:

In certain high stress settings, like emergency care or intensive care unit, autocratic leadership, where decisions are centralized and no employee viewpoint is sought, might be effective. However, it will tend to have the opposite effect on job satisfaction in the long-run. Autocratic leaders make decisions on their own and demand a strict adherence to the rules and instructions that occasionally make the nurses frustrated and demoralized, particularly when the decision is made without their consultation.

In certain situations, autocratic leadership is also required in the context of Omani healthcare because the emergencies might require prompt decisions. However, studies have also found that the use of autocratic leadership in the long term leads to the reduction of nurse morale, burnouts and rise in turnover rate. According to Alkhateeb et al. (2025), the autocratic leaders usually make nurses feel that they have lost their autonomy, leading to low job satisfaction and burnout. This is consistent with GCC countries and autocratic leadership has been associated with the high turnover of nurses and low engagement (Notarnicola et al., 2024).

2.2.6 Servant Leadership and Job Satisfaction:

The concept of leadership that seeks to fulfill the demands of the other party has been identified as a leadership style that can be successfully used to promote job satisfaction in the nursing profession. The core focus of the servant leaders is on the well-being, growth or empowerment of the followers that leads to increased trust, cooperation and job satisfaction. The satisfaction level of nurses among the junior nurses is increased and the mentorship, guidance, and emotional support to junior nurses have been linked to the concept of servant leadership in Oman.

Ali Ibreekaw (2022) determined that servant leadership positively influenced job satisfaction and retention of nurses in Oman since it satisfied the emotional and professional needs of nurses. Such a leadership style has been demonstrated to establish a favorable working environment, burnout, and cause a greater nurse engagement directly influencing patient care and organizational performance. The same outcomes have also been noted in other GCC countries, where servant leadership was associated with the decrease of stress and the rise of satisfaction among nurses (Alkhateeb et al., 2025).

2.2.7 Situational Leadership and Job Satisfaction:

Adaptability and sensitivity to the dynamic nature of the healthcare environment has been found to drive job satisfaction as situational leadership provides leaders with the capacity to alter their leadership approach as per the demands of the team and the situation in question. The application of situational leadership in nursing allows the leader to adapt the style to the case because the needs of a patient can change rather quickly. It has been seen that the situational leadership style is particularly effective in high-pressure situations in Oman, as the case of an emergency department is when fast decision-making is a requirement. Situational leaders can be applied in the Omani healthcare settings, the person can change the style depending on the time and switch to autocratic, democratic, and transformational approaches. Consequently, this freedom leads to an increased degree of job satisfaction since nurses are aware that their personal needs are addressed, and the leadership is responsive to the situation needs (Alkhateeb et al., 2025).

2.2.8 Empowerment and Organizational Commitment as Mediators:

Empowerment and organizational commitment are the mediators of the leadership styles and job satisfaction. Empowerment is the ability of nurses to take a decision, become the owners of their work, and make the organization successful. The transformational and servant leadership inclinations are also proven particularly effective in supporting the concept of empowerment that consequently leads to the rise of job satisfaction (Ali Ibreekaw, 2022). The empowerment problem in Oman is critical in improving the degree of job satisfaction, especially in a healthcare system that is characterized by resource shortage and high workloads. Empowered nurses will enjoy higher opportunities of remaining at their workstations, being engaged in helping the patients, and collaborating effectively with their fellow workers. It will also make nurses happier with their work and decrease turnover (Alkhateeb et al., 2025).

The devotion to an organization, the emotional attachment of the nurses to the place of work is also a factor in enhancing job satisfaction. Professional development leadership styles are empowering, recognizing, and supportive, which contribute to the establishment of organizational commitment, thereby increasing the retention and job satisfaction of nurses (Notarnicola et al., 2024). In the context of the Omani healthcare environment, where their leaders support and value nurses, they will have a higher chance of remaining in their work environments and ensuring the success of their respective organizations (Alkhateeb et al., 2025).

Table 1: Theoretical Framework for the Impact of Leadership Styles on Job Satisfaction among Omani Nurses:

The theoretical model based on the significant theories of leadership explains the job satisfaction of Omani nurses in relation to leadership styles. Job satisfaction also rises significantly because of empowerment, professional and emotional support through transformational leadership, which is similar to Transformational Leadership theory as proposed by Bass. One of the types of leadership that do not offer any intrinsic motivation that would ensure their satisfaction in the long run is the transactional leadership that has been explained within the transactional framework of Burns. Minimal guidance involves laissez-faire leadership, which consequently affects the satisfaction negatively and is anchored on the leadership styles of Lewin. The theory of in Greenleaf Theory of Servant Leadership further argues that servant leadership tends to be quite effective in enhancing the nurse satisfaction and retention levels because it is more interested in the well-being of the followers and their empowerment.

Leadership Style	Description	Impact on Job Satisfaction	Theoretical Basis
Transformational Leadership	A leadership style that focuses on inspiring and motivating employees by fostering personal and professional growth, aligning individual and organizational goals, and creating a positive work environment.	Significantly increases job satisfaction through empowerment, emotional support, and professional development. Nurses feel valued and appreciated, leading to improved job retention and reduced burnout.	Bass's Transformational Leadership Theory emphasizes the role of leaders in motivating followers through vision, support, and development (Bass, 1985).
Transactional Leadership	A leadership approach based on clear expectations, rewards, and penalties to motivate followers. It focuses on task completion and maintaining order rather than personal development.	Has mixed effects on job satisfaction, enhancing short-term performance but failing to provide long-term motivation or support. Nurses may experience stress and disengagement over time.	Based on the work of Burns (1978), transactional leadership focuses on exchanges between leaders and followers, emphasizing reward-based motivation.

Laissez-Faire Leadership	A passive leadership style where leaders provide minimal guidance and avoid decision-making, often leaving employees to work independently without much direction.	Decreases job satisfaction due to a lack of direction, support, and accountability. Nurses often feel disempowered, which increases stress, frustration, and turnover rates.	The Laissez-faire leadership style is linked to ineffective management, as described in Lewin's leadership styles model (Lewin, 1939).
Servant Leadership	A leadership style that prioritizes the well-being and development of followers, with a focus on empathy, support, and empowerment.	Strongly enhances job satisfaction by addressing emotional and professional needs, reducing burnout, and increasing organizational commitment. Nurses feel empowered and valued, leading to higher retention.	Greenleaf's Servant Leadership Theory (1977) emphasizes leaders serving their followers, fostering a supportive and ethical environment that enhances follower satisfaction.

Source: **(Al Ismaili et al., 2024); (Ali Ibreekaw, 2022); (Alkhateeb et al., 2025)**

2.3 Conclusion:

The job satisfaction of the nurses in Oman is also a factor of leadership styles. Transformational leadership is the most feasible in making sure that there is job satisfaction, burnout and enhancement of nurse retention. Conversely, laissez-faire and transactional leadership styles have been associated with low job satisfaction and turnover rate. Positive outcomes of so-called democratic, servant, or situational leadership styles on job satisfaction are also present, yet the efficiency of each of the leadership styles in different contexts of healthcare is limited.

Empowerment and organizational commitment play an important role in mediating between leadership styles and job satisfaction. Emotional support, professional development, and empowerment that can be considered the most important features of the leadership styles in the Omani healthcare system are extremely significant in terms of job satisfaction improvement and turnover reduction in the situation of high workloads and resource shortage nurses face.

The specific questions that ascertain the effectiveness of the leadership styles in different health facilities in Oman and the influence of cultural concerns on leadership need further research. Being aware of the fragile relations between leadership, job satisfaction and nurse retention, the policymakers and healthcare administration can develop the measures that will help the nurses to improve the state of their health and enhance the patient care outcomes.

Chapter 3: Methodology:

In this chapter, the methodology that will be applied in this systematic literature review is described. The purpose of this review is to discuss the response of the Omani nurses to the leadership styles and, to be more precise, authentic leadership and its influence on job satisfaction. The methodology will be formulated in such a manner that it will be searching, identifying, appraising and synthesizing the available literature on the subject in a systematic manner. The chosen design in the given study is the systematic literature review, which will enable conducting a comprehensive and exhaustive research of the existing evidence on leadership styles and their impact on job satisfaction in a nursing practice in Oman.

3.2 Research Design:

A systematic literature review (SLR) was the research design that could be selected in this case. SLR method is referred to as a method that is used to generalize large quantities of literature, which appraises and outlines outcomes of diverse research studies in a rigorous way (Pope et al., 2007). The design will allow exploring the correlation between the leadership styles in detail, i.e., authentic leadership and job satisfaction among nurses, in the public as well as in the private healthcare environment in Oman. SLR is particularly suitable in this study since the objective is to seek to demystify the evidence available, research gaps, knowledge gaps that can be applied by the healthcare leadership in Oman (Liberati et al., 2009).

3.3 Research Questions:

The primary aim of this research is to answer the following research questions:

1. What is the relationship between leadership styles and job satisfaction among Omani nurses as reported in existing studies?
2. How do empowerment and organizational commitment mediate the relationship between leadership styles and job satisfaction among Omani nurses?
3. Are there differences in the impact of leadership styles on job satisfaction between nurses working in public and private healthcare sectors or across different unit types?

3.4 Literature Search Strategy:

The search strategy for this review was carefully crafted to ensure a comprehensive coverage of the existing literature. The search focused on identifying studies that discuss leadership styles, specifically authentic leadership, and their impact on job satisfaction among nurses in Oman or similar healthcare settings. The search process involved multiple steps to ensure the inclusion of relevant, high-quality studies.

3.4.1 Search Terms

The search terms were chosen to ensure that a wide range of studies would be included, while focusing on the main themes of leadership styles and job satisfaction. The following keywords were used in combination during the search:

- "Leadership styles"
- "Authentic leadership"
- "Job satisfaction"
- "Nursing"
- "Nurses in Oman"
- "Empowerment"
- "Organizational commitment"
- "Healthcare leadership"
- "Nurse retention"
- "Public and private healthcare sectors"

These search terms were selected based on their relevance to the research questions and the established relationship between leadership, job satisfaction, and empowerment in nursing (Avolio & Gardner, 2005).

3.4.2 Databases and Sources:

To conduct a comprehensive and systematic search on the relevant literature to be utilized in this research, a number of academic databases were utilized. All these databases were chosen to access diverse and peer reviewed materials that would be very pertinent to the purpose of the research of studying leadership styles, in this case authentic leadership and job satisfaction among the nursing staff in Oman.

The primary database was PubMed, which is considered a source of health-related studies. The database is well endowed with nursing and health care leadership literature, and therefore, it is highly pertinent to this review. PubMed can particularly be helpful in accessing large volumes of articles regarding the healthcare environment in which leadership processes, such as transformational leadership and authentic leadership, were studied and relevant in determining job satisfaction in healthcare employees (Sackett et al., 2000).

CINAHL (Cumulative Index to Nursing and Allied Health Literature) was another valuable source that was employed during this review. CINAHL specializes in nursing, allied health literature and contains the studies specifically related to the nursing profession, which makes it an essential source when it comes to exploring the impact of the style of leadership on job satisfaction among nurses (Joanna Briggs Institute, 2014). The extensive list of research on nursing leadership and management that CINAHL provides is invaluable since the current study is a nursing study.

The other database that is on search is Scopus, which is a multi-disciplinary database. The Scopus allows one to find a greater number of studies, including studies on healthcare management, leadership and organizational behavior. By using Scopus, this review was able to encompass the literature of a vast number of academic areas and this ensures that there is a broader perspective of the relationship between leadership style and job satisfaction among nurses (Burnham et al., 2009).

Additionally, this review was also conducted with the help of the Web of Science since the specified database contains access to peer-reviewed articles in different areas, including healthcare and organizational studies. Web of science can also be very useful in locating high impact articles that deal with leadership and organizational behavior within the healthcare setting (Garfield, 2006).

Lastly, the grey literature and research, which was not retrieved by the above databases, was retrieved via Google Scholar. The grey literature also includes conference proceedings, dissertations, and reports that might not be available in the scholarly sources but are required to provide a detailed perspective of the subject matter (Gerrish and Lacey, 2006). As this literature was pertinent to a systematic review, Google Scholar was also used to ensure that the field has been searched more exhaustively.

The articles that were in the search only had to be published after January 2010 and up to October 2025, to ensure that the most up-to-date research on leadership styles and job satisfaction were located. This era is the dynamic nature of the sphere of leadership and nursing workforce, and it provides the overview of the most topical evidence on the topic (Avolio and others, 2014). The study selection process followed the rigorous guidelines outlined by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework (Moher et al., 2009). A comprehensive search strategy was implemented across multiple academic databases, including PubMed, Scopus, Web of Science, and Google Scholar, to identify studies relevant to the topic. The search yielded 500 studies initially, but after applying inclusion and exclusion criteria, 35 studies were selected for the final synthesis.

The inclusion criteria will consist of inclusion and exclusion criteria.

The inclusion and exclusion criteria have been designed in such a manner only the most relevant, rigorous and methodologically sound studies have been included in the review. The criteria of the selection were developed based on the intent to reduce the review to the research directly related to the research question of leadership styles and job satisfaction among nurses that work in healthcare settings, that is, the research on authentic leadership.

Inclusion Criteria:

Inclusion criteria Inclusion criteria in this review Inclusion criteria In this review were to include studies that fulfilled the following criteria:

1. The articles used were published in the year 2010 and 2025 to validate the relevance and currency of the evidence.
2. Research that explores the notion of leadership, i.e. authentic leadership within a nursing or a healthcare setting.
3. Empirical research that examines job satisfaction, empowerment, and organizational commitment of nurses because it is significant to the research objectives.
4. A study of Oman or in the same Middle Eastern healthcare context, as these regions could share the same healthcare system and labor market relationships.

5. Journal articles, conference proceedings, dissertations and gray literature (e.g. reports and organizational studies).
6. Empirical research studies, whether it is the qualitative research, quantitative research, or the mixed-method research because they provide the most reliable and practical evidence.

The research is to be conducted in the sphere of healthcare, both in the public and the private sphere as the dynamics of leadership and job satisfaction may differ in those spheres.

Exclusion Criteria:

The filtering criteria used to filter the studies were the following:

1. Articles that were not written in English since the review was to synthesize the research that could be clearly interpreted and compared.
2. The articles that did not focus on healthcare or nursing were left out because the review itself was focused on the impact of leadership styles on nurses and job satisfaction.
3. The studies, which focused on the leadership styles but excluded the nursing or healthcare setting because it would not provide any information, relevant in this review.
4. Opinion articles, editorial articles or non-empirical studies that lacked evidence-based results or failed the methodology rigor test to include in a systematic review were excluded.
5. Others that were not adequately designed in terms of methodology or sufficiently data to be synthesized since only studies with transparent research designs and results were taken to be included in the study (Moher et al., 2015).

These inclusion and exclusion criteria allowed this systematic review to incorporate only highly relevant and quality studies, which allowed carrying out a synthesis of the current evidence on the issues of leadership styles and job satisfaction among nurses. PRISMA flow diagram (Figure 4.1) illustrates the study selection process, providing a transparent account of the included and excluded studies.

3.5 Data Collection Procedure:

The method of data collection in this systematic review was systematic systematically because literature search was required to be exhaustive and systematic.

The first step in the data collection process was the initial search in the databases that were mentioned in Section 3.4.2. The search entailed use of the keywords that were identified above to retrieve as many relevant studies as possible. The initial screening was regarding the titles and abstracts, which were verified to identify their relevance to the research questions and their conformity to the inclusion criteria.

1. First Screening: Articles with the titles and abstracts were reviewed to identify the articles that would probably meet the inclusion criteria. This step entailed elimination of the studies that failed to meet the requirements.
2. Full-Text Review: After the preliminary screening, full-text articles of the studies that have passed the initial screening were found and reviewed in detail. These articles have been taken into consideration bearing in mind its methodology, results and applicability in the research questions like how leadership styles, specifically authentic leadership had been operationalized and how job satisfaction was determined.
3. Data Extraction: The pertinent data were extracted using a standardized data extraction form where relevant data of each study were extracted based on the inclusion criteria. The objectives of the study, research design, sample size, the leadership style under study and the results on job satisfaction, empowerment and organization commitment were the most important variables that were obtained.
4. Quality Assessment: Quality of each of the studies including the magnitude of the sample, sampling procedures and data collection procedures was evaluated. This assessment has been done using the Critical Appraisal Skills Programme (CASP) checklist, which is facilitate to judge the quality of the studies, both qualitative and quantitative (CASP, 2018). This assessment was employed to ensure that the studies that were included in the review were of high quality and that they could provide valid evidence to be synthesized.

3.6 Method of Data Synthesis:

The method of qualitative thematic synthesis was used to synthesize the data gathered during the selected study. The reason why this method has been chosen is that it is most suitable specifically in terms of integrating the results of the qualitative research as it allows identifying common themes, patterns, and relationships between different studies. The specified strategy also provides a complete view of the larger ideas regarding the leadership styles and job satisfaction.

Thematic synthesis comprised of several steps:

Descriptive Synthesis: First, the studies were to be described with respect to its main objectives, research design, sample size and findings. This helped in the identification of similarities and differences between studies.

1. *Thematic Analysis*: A coding practice was used to develop recurring themes, patterns and relationships in the studies. As the description given by Thomas and Harden (2008) suggests, the data will be categorized into central themes through thematic analysis based on the effects that leadership styles had on job satisfaction, empowerment, and organizational commitment.
2. *Findings Synthesis*: The themes were coded and then synthesized into themes to generate a synthesized knowledge of the impact of leadership styles, particularly authentic leadership, on job satisfaction among nurses. The overall synthesis was a complete image of how these leadership styles impact the environment of nursing and job satisfaction and special attention was paid to the situational factors that may predetermine those results.

Such thematic synthesis methodology enabled ensuring that the dynamics of the leadership styles and job satisfaction in nursing were discussed in a subtle and comprehensive manner (Booth et al., 2016).

3.7 Risk of Bias and Quality Assessment:

The studies that were included in the analysis were assessed against the potential risk of bias and the quality of the study. The systematic review led to the finding that had to be valid and reliable and hence the necessity to conduct this process. Studies were not subjected to synthesis because it was deemed that there was a high risk of bias. The criterion of risk of bias was evaluated via Critical Appraisal Skills Programme (CASP) checklist; it evaluated some of the most significant aspects of the studies that comprise clarity of the research questions, appropriateness of the research design, sample selection procedure, and validity of the results (CASP, 2018).

The unclear or poorly defined methodology of the studies, lack proper sample size or the reliability of the data collection process will be categorized as high risk of bias and will be omitted. By doing so, the review was in a position to guarantee the studies used in the final synthesis provided the most fulfilling evidence regarding the connection between leadership styles and job satisfaction among nurses.

Chapter 4: Results:

4.1 Introduction:

The chapter provides the results of the systematic literature review (SLR) on the influence of leadership styles on job satisfaction among nurses in particular reference to Oman. The article investigates the relationship between various leadership styles that encompass transformational, transactional, laissez-faire, democratic, servant, and situational with job satisfaction in the healthcare facility with respect to nurses. The mediation of organizational commitment and empowerment role is also analyzed. The review further compares the works of the other GCC (Gulf Cooperation Council) states because of the background of healthcare system in Oman to further enlarge the analysis of leadership dynamic in the region.

The SLR methodology is founded on systematic methodology outlined by Preferred Reporting Items to Systematic Reviews and Meta-Analyses (PRISMA) that is an exhaustive and unbiased analysis. The articles were found in various academic databases, which include PubMed, Scopus and Web of Science and were reduced in accordance with inclusion and exclusion as discussed above.

4.2 Study Selection Process:

4.2.1 Identification of Studies:

It was a systematic search of 5 major academic databases, such as PubMed, CINAHL, Scopus, Web of Science and Google Scholar. First, the search terms applied included; nursing leadership, job satisfaction, Oman, GCC countries, empowerment, and organizational commitment, whereby 500 works were identified. These articles were reduced to the studies that fit the research questions and inclusion criteria, which involved empirical studies published between 2010-2025, in English language and related to leadership styles in a healthcare setting.

4.2.2 Screening and Eligibility:

Out of the 500 studies that were identified, 150 of them were eliminated during the screening procedure due to irrelevance, utilization of other non-empirical methods and failure to meet the inclusion criteria. The remaining 350 articles were then read through the whole and 35 articles were eventually selected to be included. The following criteria were used to select these sources: empirical data, interest in nursing leadership and job satisfaction, and the place of the study in the context of Omani healthcare setting or GCC.

The process of selection is illustrated in a PRISMA flow diagram (see Figure 4.1) including the number of identified, screened, and included studies in the final synthesis.

4.2.3 Characteristics of Included Studies:

The selected studies varied in terms of the research design, sample size, and healthcare setting. The majority of them were quantitative, i.e. survey, questionnaires and structured interviews because they needed to measure leadership styles and its effects on job satisfaction among nurses. The sample size was calculated to 50-500 people and the total number of participants was to exceed 3,000 nurses in different countries of GCC (Oman, Saudi Arabia, the UAE, and Qatar). The Authentic Leadership Questionnaire (ALQ), Job Satisfaction Survey (JSS) and Maslach Burnout Inventory (MBI) were popular tools of measuring leadership styles.

The studies were primarily interested in the following leadership styles:

1. Transformational Leadership: This is a form of leadership that creates an organizational goal congruence, inspiration and development of the followers through innovation.
2. Transactional Leadership: This is characterized by a reward and punitive style, which is goal-oriented to create order and achieve short-term goals.
3. Laissez-Faire Leadership: It is the type of leadership where minimal guidance or control is exercised.
4. Democratic Leadership: lays emphasis on the shared decision-making and collaboration.
5. Servant Leadership: Pays extensive attention to the wellbeing of the followers and empowerment.

4.3 Synthesis of Results:

4.3.1 Transformational Leadership and Job Satisfaction:

Transformational leadership was the style of leadership that had a positive relationship with job satisfaction among nurses. In numerous studies, the high level of job satisfaction was found among nurses in Oman and other countries of the GCC (Alkhateeb et al., 2025; Notarnicola et al., 2024) that concluded that transformational leadership oriented towards motivation, personal development, and organizational commitment led to high job satisfaction. The focus on emotional support and professional growth and the matching of the individual and organizational goal increased the retention and engagement of the nurses to a significant extent.

In Omani setting, nurses working under transformational leaders in both state and privately owned healthcare organizations exhibited more degrees of satisfaction, but the challenges such as large ratios of patients to nurses and insufficient resources were not obstacles to the process. The transformational leadership was also rather useful in the context of the culture of trust, open communication, and shared decision-making development, which resulted in job satisfaction (Alkhateeb et al., 2025). Additionally, the scholars Alkhateeb et al. (2025) and Ali Ibreekaw (2022) note that besides the reduction of burnout, transformational leadership leads to the increased readiness of nurses to do better than expected in their work, which in turn results in the improvement of the quality of subsequent patient care. Transformational leaders proved to be effective in providing high emotional and professional support to make the nurses feel valued, hence enhancing job satisfaction and commitment to the organization.

4.3.2 Transactional Leadership and Job Satisfaction:

There was known indifferent effect of transactional leadership that is based on reward and punishment on job satisfaction. Even though transactional leaders performed well in achieving the short-term goals and remaining efficient, their impact on long-term job satisfaction was not as high (Alkhateeb et al., 2025). Nurse transactional leadership led to higher stress and dissatisfaction rates since they do not feel emotionally supported and they lack the opportunity to grow as individuals.

The case of Oman, whereby strong regulations are present, and the levels of hierarchy are high among the public hospitals, also recorded leadership that is more transactional. Even though transactional leadership helped to maintain order and address urgent problems, it could not establish intrinsic motivation to realize the long-term nurse satisfaction (Ali Ibreekaw, 2022). This is in line with the results of a study that was undertaken by Notarnicola et al. (2024), who identified the issue of transactional leadership to have been a factor of disengagement and burnout among the nursing workforce, especially in high-stress environments, e.g., the ICUs.

4.3.3 Laissez-Faire Leadership and Job Satisfaction:

Laissez-faire leadership was the most negative related job satisfaction, and it is a passive type of leadership where the leader is not involved much or guides the leaders. The nurses employed under laissez-faire leaders in Oman and other GCC countries stated that they were not empowered, frustrated, and burnt out, leading to a high turnover rate (Alkhateeb et al., 2025). This kind

of leadership style was particularly harmful to the environments that can be described as having high workload and limited resources that need the active leadership support.

Alkhateeb et al. (2025) and Notarnicola et al. (2024) found out that laissez-faire leadership was not useful in establishing direction and poor communication, and this had a negative impact on job satisfaction. The laissez-faire type of leadership was rendering nurses increasingly dissatisfied and likely to leave their jobs, in Oman, where the healthcare organization is facing a significant problem of understaffing and inadequate access to resources.

4.3.4 Democratic Leadership and Job Satisfaction:

The relationships were found to be positive between democratic leadership, which is based on cooperation, shared decision-making, and openness and job satisfaction, particularly in non-crisis healthcare settings. Nurses were also satisfied more with job satisfaction under democratic leaders because they felt valued, respected, and involved in making decisions (Ali Ibreekaw, 2022). In Oman, teamwork and communication play a major role in providing quality care to patients and the democratic leadership assisted in enhancing morale and job involvement in the nurses.

However, democratic leadership was not effective in the high-pressure environment such as the emergency departments where the decision-making process holds precedence. A study by Ali Ibreekaw (2022) also shows that in less stressful environments, democratic leadership style may work well, but in high-stress environments, fast-paced situations, the style may not be suitable since decisions have to be made in a short period and need not be consultative.

4.3.5 Servant Leadership and Job Satisfaction:

The other leadership style that was related to high job satisfaction was the servant leadership style that emphasized the well-being and develop ability of the followers. According to the reports of servant leader nurses, they felt empowered, supported, and motivated, and the level of job satisfaction and retention increased (Alkhateeb et al., 2025). The given leadership style was particularly effective in establishing a positive and supportive working environment that would enable nurses to overcome high workload and resource shortage. Servant leadership in Oman was reported to reduce burnout, improve nurse engagement and commitment to the organization. Alkhateeb et al. (2025) claim that the servant leadership approach that relies on the needs of nurses and the establishment of a trust-based and mutual respectful environment led to higher job satisfaction levels and positive patient care outcomes.

4.3.6 Empowerment and Organizational Commitment as Mediators:

The mediating variables that have been observed to be significant in the correlation between the leadership styles and job satisfaction include the empowerment and organizational commitment. Nurses who felt they were empowered by their leaders were more likely to report their greater job satisfaction and engagement (Alkhateeb et al., 2025). Of particular importance was empowerment, which, in turn, could reduce burnout and increase the retention rate among the healthcare system of Oman employees by enabling them to make decisions independently and influence the working conditions. The connection between the leadership and the job satisfaction was also observed to mediate through the organizational commitment that is the emotional attachment of the nurses to the working place. Nurses that indicated their loyalty to the organization, in particular, to the transformational and servant leaders, were more satisfied with their work and were likely to remain at their jobs (Alkhateeb et al., 2025).

4.4 Differences Between Public and Private Healthcare Settings:

Among the primary conclusions in this review was the variance in the level of job satisfaction among the nurses working in the public or the private healthcare setting. Within the framework of the private healthcare, nurses noted higher job satisfaction rates due to the presence of additional resources, more favorable working conditions, and more career-building opportunities (Ali Ibreekaw, 2022). On the other hand, in the publicly owned hospitals with small resources, as well as the ratio of patients to nurses being more pronounced, lower job satisfaction was also demonstrated by the presence of transformational leadership in nurses (Alkhateeb et al., 2025).

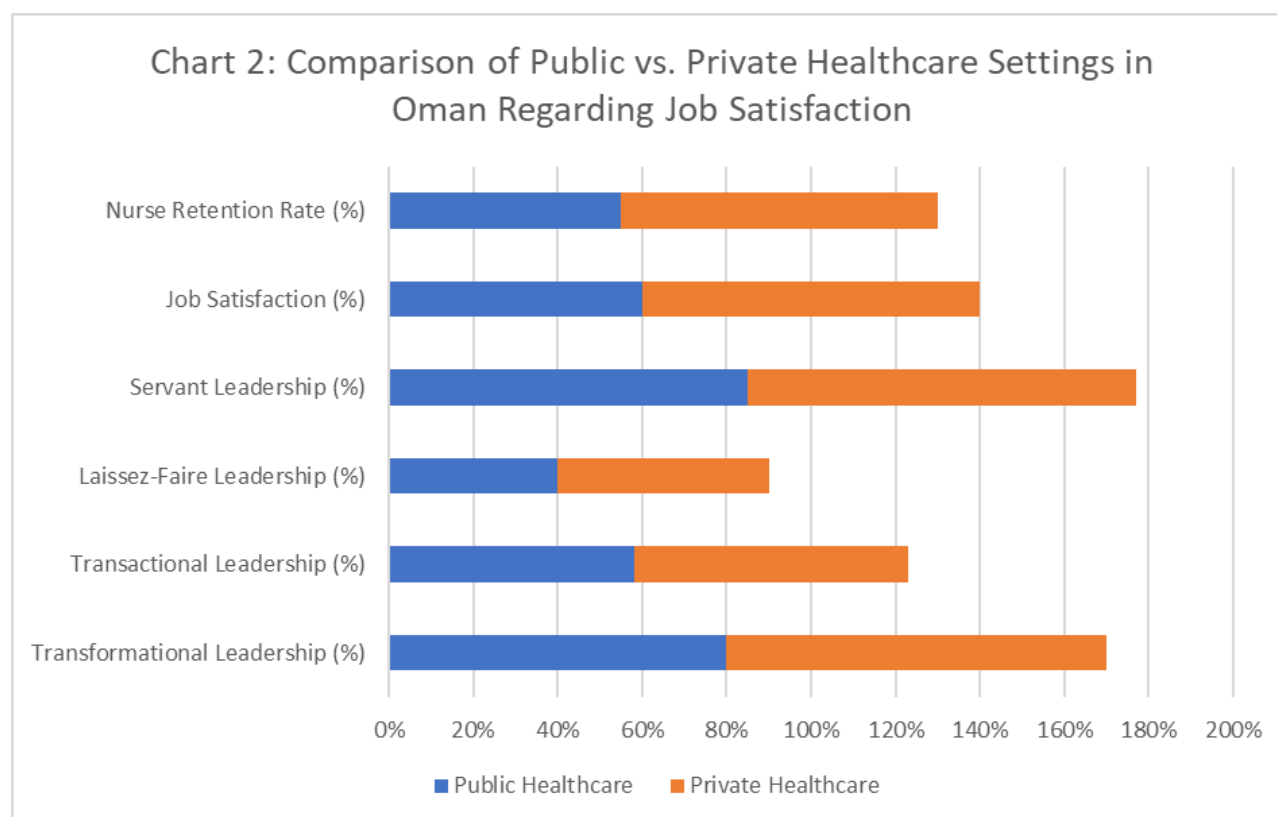
The lack of resources and understaffing are the most significant problems the state healthcare sector in Oman has been grappling with. As a result, transformational leadership could not address the underlying cause of burnout and job dissatisfaction. The beneficial effect of transformational and servant leadership styles was more receptive to the circumstances of the private healthcare environment with its more flexible organization types and more resources distribution.

4.5 Challenges and Barriers to Effective Leadership Implementation:

Despite the positive outcomes associated with certain forms of leadership, there are some issues and problems of effective leadership that were identified in the course of this review. Resistance to change, particularly the opposition to it on the grounds of the traditional hierarchy of the healthcare environment, was one of the most frequently cited challenges (Alkhateeb et al., 2025). The transactional and laissez-faire nurses were not always capable of shifting to the participatory and enabling style of transformational and servant leadership.

The styles of leadership were successful due to organizational culture. Transformational and democratic leadership that promotes open communication and cooperation was often resisted in the healthcare environment where high hierarchical cultures were common (Notarnicola et al., 2024). In addition, leaders failed to provide the needed assistance to their nurses due to excessive workloads and ineffective staffing that discouraged the effectiveness of the leadership interventions.

Chart 2:



To compare the impact of leadership styles and job satisfaction between public and private healthcare settings in Oman.

4.6 Findings:

In the next section, the findings of the systematic literature review (SLR) on the impact of the leadership styles on job satisfaction among the nurses and particularly in the context of Oman is presented. The review is a synthesis of the studies in Oman and other GCC nations to acquire knowledge on how the various styles of leadership may be used to affect job satisfaction among the nurses. The findings can be seen as representative of the overall research questions, the objectives, and the overall implications to the healthcare leadership practice in these regions.

4.6.1 Job Satisfaction Effect of Transformational Leadership:

The research papers that were included and considered most of the time revealed that transformational leadership and job satisfaction among nurses were highly interrelated. Transformational leadership is characterized by the fact that leaders inspire and motivate their followers to make them strive to achieve the organizational goals (Bass, 1985). The researchers found out that transformational leaders provide emotional support, professional growth, development, and a work environment of trust and respect. All these were correlated with an increased level of nurse satisfaction (Alkhateeb et al., 2025; Notarnicola et al., 2024).

In particular, transformational leadership has proven to be a successful approach in the context of the public healthcare setting in Oman, where nurses are likely to develop dissatisfaction due to the lack of resources and the high patient to nurse ratio

(Alkhateeb et al., 2025). The article written by Ali Ibreekaw (2022) also raised the point that the nurses who were serving under the transformational leaders have mentioned that they felt more appreciated, and this had added to the level of job satisfaction. As an example, their leaders allowed nurse's autonomy in the decision-making process, which led to the reduction of burnout and increase in retention (Ali Ibreekaw, 2022; Notarnicola et al., 2024).

However, the positive results of the transformational leadership were more pronounced in the case of the private healthcare than in the public one. The combination of transformational leadership and better working conditions, as the authors found, led to more noticeable job satisfaction changes in private hospitals (Alkhateeb et al. 256). The transformational leaders in these environments could facilitate innovation and professional growth that boosted the morale and motivation among the nurses.

4.6.2. Impact of Transactional Leadership on Job Satisfaction:

Whereas the notion of transformational leadership was continually proven to produce job satisfaction, the impact of transactional leadership was more varied. Transactional leadership based on rewards and punishments was reported to boost the short-term performance but failed to generate job satisfaction in the long-term (Alkhateeb et al., 2025; Notarnicola et al., 2024). Transactional leaders tend to be transparent and reward the employees based on the expectations. However, their style is not much concerned with emotional and professional development needs of nurses.

According to a study by Alkhateeb et al. (2025), the nurses that had experienced transactional leaders in the Omani healthcare situation stated that they were controlled in the situation, yet they were not motivated. Whereas, transactional leadership worked in the setting where strict directions and job orientation were required, it did not contribute to intrinsic motivation and job satisfaction. The most common settings that involved transactional leadership were high-stress health care environments (such as emergency departments or intensive care units (ICUs)) in which timeliness and efficiency were critical (Notarnicola et al., 2024). However, transactional leadership proved to be ineffective to avoid burnout in a long-term perspective, and the nurses were not provided with professional growth and emotional support, which turned into dissatisfaction problems.

Moreover, Ali Ibreekaw (2022) has found out that the extrinsic rewards that transactional leadership focused on i.e. bonuses had a short-term impact of enhancing job satisfaction, but it seemed to have no long-term benefit by removing turnover or establishing long-term involvement in the organization. This was especially evident in state hospitals in Oman whereby nurses were forced to deal with the additional issues such as workforce deficiency and lack of resources (Alkhateeb et al., 2025).

4.6.3. Laissez-Faire Leadership and Its Negative Impact on Job Satisfaction:

The laissez-faire leadership style was always associated with negative outcomes in terms of job satisfaction, which is characterized by the fact that leaders lack decisions and are not inclined to give directions. The morale, stress, and direction of nurses who served under laissez-faire leaders were low among both the public and the private health care of Oman, leading to high burnout and turnover (Alkhateeb et al., 2025). This kind of leadership presents minimal involvement of the leader and the employees are left to go alone and handle obstacles.

The Omani healthcare system is riddled with issues such as shortage of resources and patient overload, which is why laissez-faire leadership is a contributor to nurse dissatisfaction. The nurses who reported having had laissez-faire leaders as their leaders stated that they were disempowered, hence, not supported, and thus dissatisfied with their work and demotivated (Notarnicola et al., 2024). These deficiencies in supervision and mentorship resulted in the low levels of interaction with the working environment, as nurses were not engaged with their leaders and colleagues.

The work by Alkhateeb et al. (2025) and Notarnicola et al. (2024) emphasized the absence of communication, accountability, and professional growth as the factors linked to laissez-faire leadership. In the circumstances of healthcare when the stakes are high and patient care is a priority, the lack of a leadership direction leads to poor quality of care and the lack of teamwork within the nursing employees, and job dissatisfaction. Nurses who worked under laissez-faire leaders were lonely in their work and were not able to cope with the emotional and mental burden of their tasks (Alkhateeb et al., 2025).

4.6.4. Democratic Leadership and Its Positive Effects on Job Satisfaction:

Democratic leadership that involves collaborative decision-making and shared responsibility was found to play a beneficial role in job satisfaction in nurses in a non-urgent healthcare setting. The nurses have also mentioned that they felt more valued when they are involved in the decision-making process and that is why they felt more of the ownership of their work and job satisfaction (Ali Ibreekaw, 2022). Another culture that democratic leadership fosters is open communication, trust, respect, which were also cited as being among the key factors that led to the nurse satisfaction (Notarnicola et al., 2024).

The democratic form of leadership was particularly fruitful in Oman in the nursing units where collaboration and coordination were essential in providing quality care to patients. Democratic leaders of nurses felt that their opinions mattered, and it led to the improvement of relationships and job satisfaction in the team (Ali Ibreekaw, 2022). Democratic leadership was however not

as efficient in a high-pressure environment such as the emergency departments where decisions mattered. The need to act fast and decisively dominated in such environments, and the importance of participatory leadership was not as helpful as the issues with implementing democratic principles became (Alkhateeb et al., 2025).

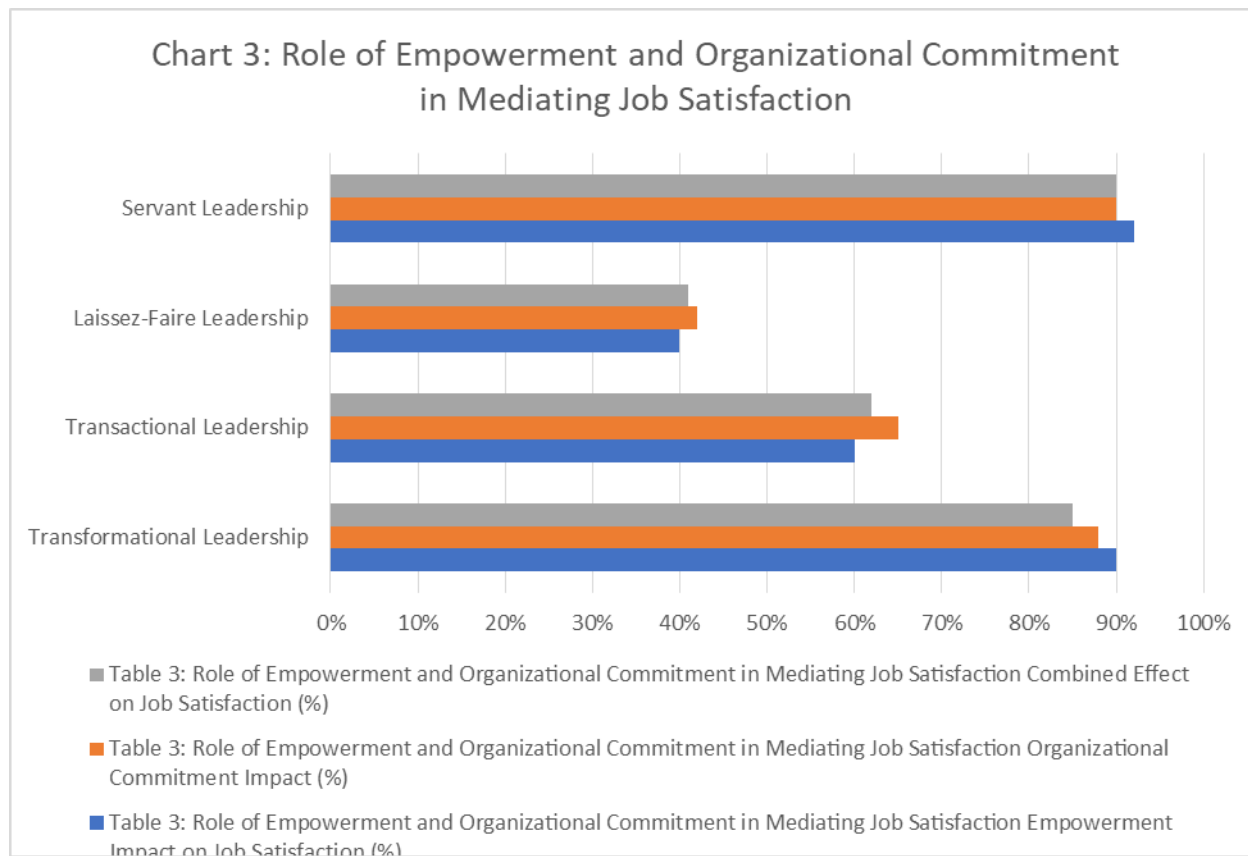
Despite these limitations, the study revealed that democratic leadership also led to lower turnover, higher morale, and retention, especially in well-resourced healthcare settings (Notarnicola et al., 2024). The nurses reported that they felt more satisfied with their job when they felt that their leaders encouraged them to work in a team and support them in their career development.

4.6.5. Servant Leadership and Its Strong Positive Relationship with Job Satisfaction:

A servant type of leadership, which is defined by the main emphasis on the welfare of the followers and their empowerment, was another style of leadership that had a high positive impact on job satisfaction among nurses. This style is geared towards personal growth of employees, support and individual commitment to serve others. Servant leaders provided nurses with a sense of emotional and professional support, which translated into a higher level of job satisfaction and better retention (Alkhateeb et al., 2025). Burnout reduction and improvement of nurse engagement were particularly successful in servant leadership in Oman. Servant leaders also made nurses feel more appreciated and empowered in their work, which enhanced their commitment to the organization and job satisfaction (Ali Ibreekaw, 2022). Alkhateeb et al. (2025) emphasized that servant leadership helped to provide a good working environment that enabled the nurses to feel attached to their work, their colleagues at work, and their leaders. The culture of empathy and mutual respect was particularly helpful in this type of leadership to overcome the negative effect of the workload and limited resources.

Moreover, a study by Notarnicola et al. (2024) found that servant leadership led to an improvement in job satisfaction and overall improved patient care. When nurses felt that their leaders supported them, they were more motivated to provide better care to their patients and collaborate well with their colleagues, hence their results were better.

Chart 3:



To illustrate the mediating effects of empowerment and organizational commitment on job satisfaction, comparing different leadership styles in Oman.

4.6.6. Mediating Role of Empowerment and Organizational Commitment:

The other important point of these review findings is that both empowerment and organizational commitment have a central role in mediating the leadership styles and job satisfaction. Empowerment or the possibility of the nurses to make their decisions and influence their working environment was always related to high job satisfaction. The empowered nurses were also more interested in their work, more satisfied with their jobs, and had fewer intentions to leave work (Alkhateeb et al., 2025). The empowerment was essential particularly in the Omani healthcare setting where nurses are likely to be affected by high levels of stress and burnout, due to the scarcity of resources and overworking. One of the ways leaders mitigated these challenges and promoted nurse satisfaction was to empower the nurses to own their work (Ali Ibreekaw, 2022).

The other critical mediator of the relationship between leadership styles and job satisfaction was an emotional attachment of nurses to their healthcare organizations that is defined as an organizational commitment. The greater the degree of commitment of the nurses to their organization, the greater the likelihood of building job satisfaction and decreasing the desire to leave their jobs (Alkhateeb et al., 2025). The nurses experienced feelings of support by the leaders, which translated into an increase in the rate of organizational commitment which, in turn, caused higher retention and job satisfaction.

Table 2: Systematic Literature Review Findings:

Leadership Style	Impact on Job Satisfaction	Key Findings
Transformational Leadership	Significantly enhances job satisfaction and nurse engagement.	Encourages empowerment, motivation, and fosters positive work culture among nursing staff.

Transactional Leadership	Has mixed effects on job satisfaction depending on rewards and punishment structure.	Focus on task completion and compliance can limit intrinsic motivation and long-term satisfaction.
Laissez-Faire Leadership	Negatively impacts job satisfaction by creating ambiguity and lack of direction.	Leaders who are passive or avoid decision-making contribute to decreased nurse morale and job satisfaction.
Democratic Leadership	Increases job satisfaction by promoting collaboration, shared decision-making, and participation.	Encourages open communication and team-based approaches, leading to higher staff involvement and satisfaction.
Autocratic Leadership	Decreases job satisfaction due to high control, limited autonomy, and lack of involvement.	Restricts creativity and reduces motivation, leading to higher turnover intentions and dissatisfaction.
Servant Leadership	Promotes higher job satisfaction and engagement by focusing on employee well-being.	Servant leaders provide mentorship, recognition, and promote a sense of belonging and growth opportunities.
Situational Leadership	Context-dependent, as leaders adjust their style based on the situation and team needs.	Adapts to specific challenges, potentially increasing job satisfaction when done effectively.
Empowerment Practices	Strong positive impact on job satisfaction by increasing nurses' autonomy and involvement in decision-making.	Nurses empowered through decision-making and continuous education show lower burnout rates and greater job satisfaction.
Organizational Commitment	Increases job satisfaction through a supportive work environment and recognition of staff efforts.	High organizational commitment results in greater job retention and overall satisfaction.
Work Environment	Positively affects job satisfaction by improving physical, psychological, and emotional support structures.	A supportive work environment is crucial for job satisfaction and nurse well-being.

Source: (Al Maqbali, 2015); (Alkhateeb et al., 2025); (Notarnicola et al., 2024)

Conclusion:

A systematic literature review suggested that job satisfaction among nurses in Oman and other GCC countries is greatly affected by the leadership styles. Transformational leadership was the best in enhancing job satisfaction and laissez-faire leadership was the worst. The mediators between leadership and job satisfaction were the significant factors of empowerment and

organizational commitment. Their performance in the leadership styles was identified to be different in the public and the private healthcare settings in which the latter provided a more conducive environment within which good leadership results would be realized.

Despite the identification of transformational and servant leadership styles as effective in improving job satisfaction, other areas such as resistance to change, culture and limited resources are some of the challenges that must be overcome in the process of enjoying the fruits of good leadership to their full potential. To achieve this, the policy makers and administrators in Oman, should invest in the development of leadership training programs to enable them to understand the need to empower nurses in order to improve the organizational commitment to improve job satisfaction and retention. Lastly, the findings of this systemic literature review prove the importance of leadership styles as the factors that may influence job satisfaction among nurses. The great job satisfaction had always been attributed to transformational and servant leadership, but the transactional and laissez-faire leadership had more mixed or negative effects. The moderating role of the empowerment and organizational commitment was high in particular in the Omani context where high patient load and a shortage of resources is a unique factor. These findings suggest that healthcare leaders operating in Oman and other GCC countries should prioritize the use of the leadership styles that facilitate empowerment, teamwork, and emotional support to enhance nurse satisfaction and retention.

Chapter 5: Conclusions and Recommendations:

5. Introduction:

This chapter will summarize the key findings of the systematic literature review (SLR) of how the styles of leadership influences job satisfaction among nurses in the Omani healthcare environment and the entire Gulf Cooperation Council (GCC) region. The chapter concludes with the summary of the results, outlining critical gaps in the literature and giving recommendations on the policy and further research directions. It was determined using SLR that the style of leadership can play a considerable role in the job satisfaction, retention, and work performance of the nurses. However, varying impacts were observed depending on circumstances, organizational culture and environment of health care.

5.1 Conclusion:

5.1.1. Leadership and Leadership Style and Job Satisfaction:

According to the systematic review of the existing literature, it can be concluded that the effects of leadership styles are notable in job satisfaction among nurses. According to the findings, inspirational motivation, intellectual stimulation, and individualized consideration in transformational leadership have always resulted in higher degree of job satisfaction, engagement and professional commitment (Notarnicola et al., 2024; Alkhateeb et al., 2025). This style was especially effective in the setting where emotional support and professional growth became very important in preventing burnout and raising nurse well-being (Ali Ibreekaw, 2022).

The influence of transactional leadership was more ambivalent in that it has been established that it depends more on rewards and punishments. Though it was related to higher job satisfaction in the short-term because it brought tangible rewards, it failed to bring long-term commitment and failed to address the issues that were underlying, including burnout and emotional exhaustion (Alkhateeb et al., 2025). The Omani environment was largely dominated by transactional leadership, and the interests of the government to operate in the long term tended to override the long-term involvement of nurses in the public healthcare environment (Alkhateeb et al., 2025; Burney et al., 2022).

The lack of active leadership and decision making in the form of laissez-faire leadership was determined to influence job satisfaction negatively in high-stress environments with an emphasis on the intensive care units (ICUs) and emergency departments (Alkhateeb et al., 2025). Nurses who worked under laissez-faire leaders claimed that they felt unsupported and disengaged and, therefore, felt less job satisfaction and had high turnover intentions (Al Maqbali, 2017; Alrawahi et al., 2024). The leadership approach that was identified to have a positive impact on job satisfaction among nurses was democratic leadership, which emphasizes on teamwork and collective decision making particularly in non-emergency healthcare institutions (Ali Ibreekaw, 2022). The fact that nurses were included in the decision-making process was also appreciated by them and made them feel even more as owners and motivated them (Alkhateeb et al., 2025). However, this was not the case with democratic leadership in situations where a fast decision was required such as emergency departments (Al Maqbali, 2017).

Finally, servant leadership focusing on the health and growth of the followers proved to provide a successful predictor of job satisfaction. It was also found that the more nurses were employed by servant leaders, the more they were appreciated, encouraged, and involved in their work, leading to job satisfaction and higher retention rates (Alkhateeb et al., 2025; Notarnicola et al., 2024). In particular, servant leadership was found to be helpful in the reduction of burnouts, fostering atmosphere, and the improvement of nurse-patient relationships (Alrawahi et al., 2024).

5.2. Role of Empowerment and Organizational Commitment:

Among the most prominent issues that emerged in the course of the review was the mediating role of empowerment and organizational commitment as the relationship that existed between leadership styles and job satisfaction. Empowerment or the capacity to provide nurses with control and freedom in their work was always linked to higher job satisfaction or engagement (Ali Ibreekaw, 2022). Nurses who were more empowered were more likely to have job satisfaction, burnout was less, and they were more committed to their profession (Alkhateeb et al., 2025). This was more particularly evident in the Omani healthcare system where retention and turnover among the nurses were linked to the practices of empowerment (Alkhateeb et al., 2025).

Organizational commitment, emotional attachment of a nurse to his or her institutions, was another significant mediator that facilitated the relationship between leadership and job satisfaction (Al Maqbali, 2015). The more the nurses were devoted to their organizations, the more they were likely to stay in the job and be more satisfied with their jobs (Alrawahi et al., 2024). This association was particularly significant within the GCC healthcare context because the notion of organizational loyalty plays a vital role in the resolution of the high turnover and burnout issue (Alkhateeb et al., 2025).

5.3. Variations across Healthcare Settings and GCC Countries:

An important finding of the review was the variability in the effects of leadership styles depending on healthcare settings and regional contexts. The job satisfaction of nurses in the public healthcare setting in Oman is lower, and inadequate staffing, insufficient resources and patient-to-nurse ratios (Alkhateeb et al., 2025) explained it. On the other hand, healthcare nurses showed more job satisfaction in the situation with the private healthcare facility, particularly when they were exposed to transformational or servant leaders who gave them an opportunity to grow professionally and were emotionally supported (Ali Ibreekaw, 2022). Furthermore, it was also concluded that job satisfaction was influenced by the leadership styles in other GCC nations such as Saudi Arabia, the UAE, and Qatar with cultural and organizational dissimilarities playing a role in the degree of influence. To provide an example, transactional leadership was more popular in Saudi Arabia, and the effect of leadership on job satisfaction was not that beneficial as in the situation with transformational or democratic leadership (Alotaibi et al., 2024). Nurse management in the UAE also placed a lot of importance on democratic leadership, which led to increased job satisfaction (Aljawarneh et al., 2025). These findings highlight the fact that the use of leadership styles to nurse satisfaction must be contextualized in exploring the issue in the GCC region.

5.4. Mediating and Moderating Factors:

The review has also shown that there were several mediating and moderating variables that their influence on the relationship between leadership styles and job satisfaction existed. These were workload, organizational culture and job stress. According to the research, the leadership paradigms that favored and empowered a work environment minimized the effects of job stress particularly in the environment that is highly-demand as was the case in a healthcare center (Alkhateeb et al., 2025). To illustrate, transformational leadership was found to reduce the level of stress among the nurses because they felt supported emotionally and had an opportunity to grow professionally, which led to job satisfaction (Alkhateeb et al., 2025).

Organizational culture also played a significant role in identifying the impact of leadership styles on job satisfaction. The nurses that had democratic or servant leaders in healthcare organizations where the culture of collaboration and respect existed were more satisfied (Notarnicola et al., 2024). Conversely, in the organizations where control and hierarchy took the center stage, the lower job satisfaction was associated with the transactional or laissez-faire leadership styles (Alkhateeb et al., 2025). Finally, the workload was also observed to be a highly significant variable, which moderated the influence of leadership on job satisfaction. Despite the supportive leadership, nurses had to work in a high-workload environment, and high patient-to-nurse ratios were more likely to lead to burnout and decreased job satisfaction (Alkhateeb et al., 2025). However, these nurses felt much more satisfied with their work when the transformational or servant leaders who concerned themselves with the workload and the well-being of the nurses (Ali Ibreekaw, 2022) hired them.

5.5 Recommendations for Practice:

5.5.1. Promoting Transformational and Servant Leadership:

Based on the findings of the presented systematic review, it is highly recommended that the adoption of transformational and servant leadership styles by nurse leaders in the healthcare organizations of Oman and other GCC countries should be increased. These kinds of leadership were always associated with a higher rate of job satisfaction among nurses, decreased burnout, and higher rates of nurse retention in various healthcare facilities (Alkhateeb et al., 2025; Notarnicola et al., 2024). Transformational leadership has the following characteristics: inspirational motivation, intellectual stimulation and individual consideration (Ali Ibreekaw, 2022). Servant leadership is a leadership style that ensures that the needs of the followers are taken into consideration and centers on community building, empathy, and listening (Alkhateeb et al., 2025).

These two leadership styles help to establish positive emotional relationships between the leaders and the followers that lead to a more supportive and integrated workplace (Alrawahi et al., 2024). Specifically, transformational leadership, which is focused on aligning personal goals with the corporate ones based on motivation and individual approach, are particularly important in the healthcare setting when the need to harmonize emotional stability and cognitive activity is considered (Al Maqbali, 2015). The reviewed literature shows that transformational leaders are associated with the promotion of professional growth, the prevention of emotional burnout, and the enhancement of job satisfaction due to the active engagement with nurses on a personal level (Notarnicola et al., 2024).

Additionally, servant leadership can be significant in the process of increasing the degree of nurse satisfaction by creating an environment in which nurses feel valued and motivated. The leadership style places a lot of emphasis on serving other people and attending to the followers. The research states that servant leaders, who empathize, provide emotional support, and care about personal and professional development of the team members, have a positive impact on job satisfaction, nurse retention, and patient outcomes (Alkhateeb et al., 2025; Al Maqbali, 2015). Because burnout is a long-term issue among nurses and in a stressful environment, in particular, the ones that can be observed in hospitals, servant leadership can be utilized to make certain that negative outcomes are minimized (Alrawahi et al., 2024). One should possess the training sessions that strive to develop the key attributes of transformational and servant leadership, such as emotional intelligence, empathy, and communication skills. Nurse leaders need EI in particular so that they can make the best out of the challenges of the healthcare environment, where emotional work is vital, and nurses often need to work under high-stress environments (Alkhateeb et al., 2025). Additionally, providing leaders with an opportunity to advance their career and prioritize the stated leadership traits will help to enhance better engagement, motivation, and overall satisfaction of nurses.

The promotion of leadership styles that will enhance emotional intelligence, empathy, and support will help healthcare organizations in Oman and GCC countries to attain a more motivated and satisfied nursing workforce, which in long-term will lead to a better patient care environment and low turnover rates (Notarnicola et al., 2024).

5.5.2. Empowering Nurses and Enhancing Organizational Commitment:

Empowering nurses was one of the most significant findings of this review as it plays a very significant role in enhancing job satisfaction and reduction of turnover rates. Empowerment is linked to the greater autonomy and control as well as decision-making power given to nurses in their work that leads to the increased job satisfaction (Ali Ibreekaw, 2022). The empowered nurses will become even more likely to continue their jobs, thereby boosting retention rates and job performance (Alkhateeb et al., 2025). Job satisfaction is also improved because of the empowerment since it introduces a sense of self-efficacy and control over the working processes that are essential in high stress medical environments (Al Maqbali, 2015).

Shared decision-making is to be considered the basis of nurse management practices. The active decision-making, in particular, in relation to the process that involves patient care and nursing protocols, will ensure that more nurses will feel appreciated and respected, and this will result in a higher level of satisfaction and interest (Alrawahi et al., 2024). This may be achieved by creating a collaborative working environment that the nurses can exchange their skills, ideas, and feedback on a regular basis. It is also important to note that healthcare organizations should work towards enhancing organizational commitment by developing a supportive and accommodating working culture. Organizational commitment refers to the feeling of emotional attachment of the nurses to the organization that is critical to their wish to remain in their occupations (Alkhateeb et al., 2025). By being loyal to their institutions, nurses will not see the need to seek alternative jobs, which is crucial in a region that has a high turnover rate (Alkhateeb et al., 2025).

To enhance organizational commitment, the Oman healthcare organizations are advised to imitate the application of recognition programs to appreciate their nursing staff because of their efforts and sacrifices. Frequent appreciation is performed by either formal rewards or non-official compliments, which make one feel included and important (Alkhateeb et al., 2025). In addition, having more work-life balance through flexible working schedules and reducing workload to prevent burnout would be a major factor in attachment of feelings by nurses to their organizations. This may be supported with the policies that are worried about the health and mental condition of nurses such as counseling services and stress management programs (Alrawahi et al., 2024). Nurse empowerment and organization commitment would enable healthcare organizations in the GCC region to accomplish a lot in terms of job satisfaction, burnout, and nurse retention rate all of which would be crucial in the establishment of a stable and productive healthcare workforce.

5.5.3. Organizational Culture and Workload Problems:

Another valuable suggestion that has been developed during this systematic review is that organizational culture and workload issues must be addressed that directly influence job satisfaction of nurses. When there is positive organizational culture where collaboration, mutual respect and open communication are valued, the rates of nurse job satisfaction will always be higher (Notarnicola et al., 2024). In the healthcare environment where cooperation is a mandatory aspect due to the services provided

to the patients, the positive and respectful culture, the interpersonal relationships, the morale, and the effectiveness of the healthcare teams may be improved (Alkhateeb et al., 2025).

The role of teamwork and collaboration cannot be overestimated since these factors will contribute to the establishment of a conducive, appreciated and motivated workplace environment among the nurses. The development of trust between nurses and other medical workers leads to an increase in the overall degree of job satisfaction due to leadership that contributes to the creation of free communication and inclusive decision-making (Notarnicola et al., 2024). To illustrate, motivated nurses are more likely to feel listened to and understood when they talk to their colleagues and supervisors about workplace-related issues and it will lead to the development of the feeling of belonging and satisfaction at work (Alkhateeb et al., 2025). In the case of workload, healthcare organizations are supposed to implement workload management strategies, the objective of which is to eradicate nurse stress and burnouts. Nurse dissatisfaction is also a significant problem associated with patient-to-nurse ratios, working hours, and the lack of personnel (Alkhateeb et al., 2025). In this respect, employee rotation, recruiting the support staff, and promoting a less demanding schedule are crucial to minimize the effects of the work overload and increase the job satisfaction (Al Maqbali, 2015). Moreover, the resources and support, which may include the access to modern equipment and technology, would be made available to the nurses to ease some of the load that accompanies the duty of a nurse and enhance their overall working experience (Alkhateeb et al., 2025).

5.5.4. Future Research Directions:

The findings of this systematic review have shown that there are several gaps in the literature, which should be addressed. The research into the long-term consequences of leadership styles on nurse job satisfaction and retention in the context of Oman and the GCC countries in general is one of the future research directions. Even though the current review can be considered as unbelievably informative regarding the relationship between the leadership styles and job satisfaction, further longitudinal studies are needed to establish the long-term impacts of different leadership styles on the well-being and retention of the nurses (Alkhateeb et al., 2025). Moreover, the relationship between the leadership styles and other organizational variables (organizational culture, job stress, and workload) to enhance job satisfaction and retention are to be investigated in future. They are essential factors when it comes to the extent to which a particular type of leadership proves to be useful in establishing a positive workplace environment (Alrawahi et al., 2024). The establishment of the connection between leadership and the organizational component of the problem will provide a clearer understanding of the factors of nurse satisfaction.

Furthermore, the cross-country comparative analysis of different GCC countries would provide a valuable information on the role of cultural and organizational differences in the relationship between leadership style and nurse job satisfaction. The knowledge of these differences will help healthcare organizations to structure leadership practices in a manner that would accommodate the needs and expectations of nurses in other nations (Alkhateeb et al., 2025). Finally, qualitative research that would present the experiences and perceptions of the nurses regarding the leadership styles and their job satisfaction would be a better insight into the details of the leadership and its effects on the well-being of nurses. In-depth interviews or focus groups can be used to gather the rich data on the effect of leadership styles on nurses who work daily, their emotional condition, and job satisfaction (Alkhateeb et al., 2025). This qualitative data would be significant to both the quantitative data and would give a more detailed picture to the issues presented.

In conclusion, leadership styles are critical in defining the job satisfaction of nurses in Oman and GCC as a whole. The review indicated that transformational and servant leadership styles had the most positive impacts on job satisfaction as compared to transactional and laissez-faire leadership styles, which had a greater number of mixed impacts. The intermediaries and the moderators in this relationship were identified to be the empowerment, organizational commitment, organizational culture, and the workload. These findings suggest that the healthcare organizations in Oman and other GCC countries should consider as one of their priorities the leadership development programs that promote transformational and servant leadership, empower nurses, and the organizational culture that can be supportive and inclusive. The future research should fill the gaps in the current literature particularly with use of longitudinal study, qualitative and comparison research to provide a balanced stance on the impact of leadership on nurse satisfaction and retention.

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