



THE CRITICAL ROLE AND CONTRIBUTION OF TRANSFORMATIONAL LEADERSHIP ON THE ACHIEVEMENT OF PLENARY HEALTH SERVICE : SCOPING REVIEW

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ABSTRACT

The quality of health services depends on the quality of human resources within the health facility. Developing a positive work atmosphere, boosting nurses' productivity, and guaranteeing effective nurse leadership is essential for delivering high quality nursing care services. The scope of the important role and contribution of transformational leadership to the achievement of complete health services. Method. Database search using CINAHL was conducted to locate pertinent Medical topic Headings (MeSH) and keywords found in the relevant literature's titles, abstracts, and topic descriptions. The scope of transformational leadership in the managerial process has 7 aspects, the elements involved in the implementation of transformational leadership have 5 aspects and the contribution of outcomes to patient safety in health services has 4 aspects. The scope of the review conducted include several classifications of aspects that are grouped, namely on the contribution of transformational leadership to the managerial process, the elements involved in the implementation of transformational leadership and the contribution of outcomes to patient safety in health services.

Keywords: health services; leadership; transformational

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INTRODUCTION

Health services can take place well will depend on the quality of human resources in the health facility. The technical needs and interrelationship of how mechanisms in managing human resources and their retention in the context of the need to improve the quality of resources are important things that become the background in identifying the formation of quality resources and can contribute maximally in health services (Labrague, 2023).

Effective nursing leadership is essential for creating a happy work environment, increasing nurses' productivity, and ensuring the delivery of high-quality nursing care services (Cumming, 2021). This leadership style becomes even more important in high stress work environments such as emergency rooms, where nurses often deal with urgent, complex, and life threatening situations that require quick decision-making and teamwork. In these difficult times, nursing staff may need assistance and guidance from effective leadership, particularly transformational leadership, to help them overcome challenges and carry on delivering high-quality nursing care (Aydogdu, 2023; Mao et al., 2023).

According to Diaz (2011), transformational leadership is a style of leadership that places a high value on developing strong relationships with subordinates and supporting their personal growth and inspiration. Avolio and Bass assert that several crucial elements support transformative leadership in nursing. Initially, by providing nurses with inspirational

motivation, leaders cultivate a sense of purpose and dedication to provide high-quality care (Labrague, 2023).

Second, Leaders help nurses develop their critical thinking and creative problem-solving skills so they can quickly adapt to changing conditions. This is done by stimulating their minds intellectually. Third, in order to provide each follower personalized attention, leaders must acknowledge the variety of demands and strengths that everyone has, encouraging both professional and personal development as well as job happiness. Lastly, idealized influence entails leaders fostering a climate of excellence and patient safety in the healthcare setting, as well as inspiring respect and trust (Labrague, 2023).

The delivery the provision of safe, effective, and high-quality healthcare in response to population demands is becoming more and more complicated, necessitating ongoing education to guarantee the availability of qualified and suitable healthcare personnel. The significance of robust leadership, particularly in the nursing field, in facilitating efficient clinical practice. In contrast to the conventional notion of leadership linked with formal nursing responsibilities, this kind of clinical leadership entails nursing bedside handover, problem-solving, advocacy, and coordinating and cooperating in the provision of direct patient care. There is evidence to suggest that when master's degree holders in nursing offer care and possess the analytical thinking and decision-making abilities necessary to confront substandard practice, these nurses or representatives of in order to get the best possible patient outcomes, one must be able to lead, transform, and change (Carson et al., 2023).

Developing and sharing a vision that goes beyond self-interest is the cornerstone of transformational leadership, and it emerges organically via both verbal and nonverbal interactions at work. In terms of the workplace, a large body of research has been done on the motivating dynamics of transformational leaders and their followers. Computer-mediated communication environments have grown in popularity, and a team led by a transformational leader will be able to accept and adapt in changing circumstances (Greimel et al., 2023). The objective of this research to identify the scope of the important role and contribution of transformational leadership to the achievement of complete health services.

METHOD

The review with restricted scope criteria, was used to synthesize different types of evidence including peer reviews, across various fields, on subjects where a mapping or charting of the body of current literature was necessary. The review team created the a priori scoping review process, identifying the research issue as they did so in the first step of the methodological framework. "What is the critical role and contribution of transformational leadership to the achievement of whole health care?". To find relevant keywords and Medical Subject Headings (MeSH) found in the titles, abstracts, and subject descriptors of the corresponding literature, a limited database search using CINAHL was carried out. Transformational leadership and healthcare were found to be the two main ideas for the search after an examination of the index of phrases used to characterize the articles was carried out. Another important search term was "transformational leadership in healthcare."

Inclusion and exclusion criteria

Studies chosen for article evaluation had to meet certain requirements in order to be included in the review populations and samples of health workers, clinical nurses, nurse managers, nurse coordinators, managerial departments in health care or health services engaged in health care delivery. Have a review with a positive direction towards health care or health services.

The selected journal articles also have a publication range of 2019-2023. The exclusion criteria for the selected articles are nurses related to journal articles with languages used other than English on the grounds that English is an international language. The implementation of transformational leadership that is carried out other than in the health service area and health services outside health facilities.

Data extraction and Quality Appraisal

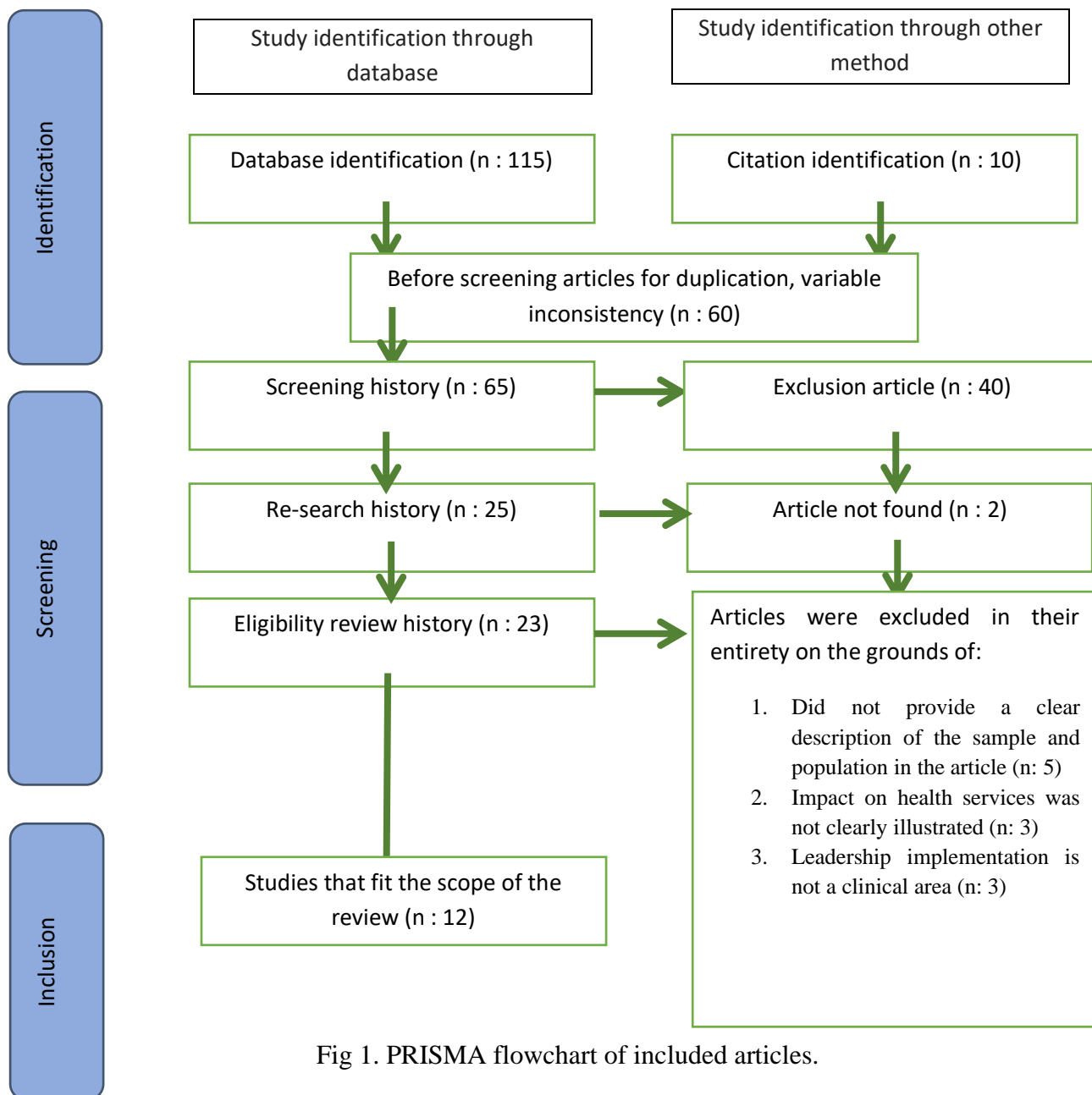


Fig 1. PRISMA flowchart of included articles.

Table 1.
Article Analysis

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
1	Leodoro J. Labrague	2023	USA	283 licensed registered nurses (RNs) from five hospitals	To evaluate how work satisfaction functions as a mediator in the relationship between the quality of care that nurses perceive they are receiving in emergency rooms, the reported adverse patient events, and their impressions of the transformative leadership of their nurse managers	Primary research	A cross-sectional survey	Emergency room nurses reported that their managers were very transformative. When it came to their assessments of transformational leadership in their nurse managers, nurses reported fewer adverse patient events and saw an improvement in the standard of nursing care.
2	Hilal Kuşcu Karatepe; Emine Türkmen	2023	Turkey	The data were collected from 438 clinical nurses	to evaluate a model intended to look at the correlations and fit between these variables, as well as the serial multiple mediation of clinical and transformational leadership in the relationship between work overload and quality of life among clinical nurses.	Primary research	This study used a model-testing design with cross-sectional data	Employing a transformational leadership methodology and clinical leadership skills as serial-multiple mediators, it was discovered that job overload and quality of work life were positively correlated statistically.

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
3	Simranjeet Kaur Bagga; Shikha Gera; Syed Nadimul Haque	2022	India	This approach is said to be suitable for gathering information from a sizable sample. The sample respondents for the current study were Delhi-NCR-based IT sector employees who worked in virtual teams.	To investigate how employees in virtual teams relate to organizational culture, change management, and transformational leadership.	Literature review	The research design combined the merits of both descriptive and exploratory	The new study adds to the growing body of research on the subjects of transformational leadership, organizational culture, and workers in virtual teams.
4	Dewi Brown-Deveaux, DNP, BS, RN; Sarah Kaplan, MSN, RN; Laura Gabbe, MS, LAc, and Laura Mansfield, MSN, R	2022	New York State	64 RNs completed the questionnaire	to determine the optimal nursing handover methods and any implementation obstacles	Pilot Study	The nurse managers sent the questionnaire to the RNs via email, utilizing Qualtrics to administer it. The study was entirely voluntary, and the outcomes were kept confidential. Sixty-four registered nurses took part in the first phase.	Simplifying the bedside handover process necessitated leadership supervision, ongoing communication, and nurse advocates relevant to the unit; it may also have an effect on the patient's experience on different pilot units.
5	Mary A. Dolansky, PhD, RN, FAAN, Holly Kouts, MBA, MSN, RN, FNP-C, Anne M. Pohnert, MSN, RN, FNP-BC, and Latina Brooks, PhD,	2023	Columbia	Six area directors, all of whom are medical professionals, are in charge of field activities in several	To explain transformational leadership and the use of the AFHS 4Ms by nurse practitioners at MinuteClinic	Evidence Based Practice	The MinuteClinic team used transformational leadership and implementation science to	Being a transformative leader requires having a clear vision and the ability to inspire nurses at all organizational levels.

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
	RN, CNP, FAANP			states. Seventy- two senior practice managers, who oversee an area of twenty to twenty- three clinics and as many as sixty nurse practitione rs and/or physician associates, provide clinical level support.	cs		guide the adoption of the AFHS evidence- based strategy. In under two years, the team was able to achieve IHI accreditati on as "Committ ed to Care Excellenc e" for every MinuteCli nic region 100% of them.	Transformatio nal leaders build relationships, promote teamwork, share clinical expertise, and recognize innovative solutions.
6	Fong-Yi Lai; Hui-Chuan Tang ² ; Szu-Chi Lu ¹ ; Yu-Chin Lee ³ ; and Cheng-Chen Lin	2020	Taiwan	The three- wave data collection involved 566 nurses in total; however, after removing faulty questionn aires (such as those with missing data), the final sample size consisted of 507 nurses working in 44 teams.	According to this study, transformati onal leaders employ a variety of techniques to ignite their followers' job engagement, which in turn prompts followers to participate in organization ally positive behaviors (such as improved task performance and helpful behaviors).	Original Research	used a multitemp oral, multisourc e study strategy to lessen the common technique variance concern.	However, work engagement acts as a mediating factor in the positive link that is shown between helpful conduct, job success, and transformative leadership.
7	Nguyen Phuc Nguyena; Nguyen Thi Thuy Hang; Nguyen Hiep; Orla Flynn	2023	Vietnam	Results from 903 manufactu ring sector employees in Vietnam demonstra te that transform ative	Investigates the connection between organization al culture and transformati ve leadership, as well as	Literature review	Data from Vietnames e employees was gathered via survey questionn aires. From the literature,	According to the study, organizational culture has a direct impact on performance and acts as a partial mediator between

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
				leadership affects organizational performance and culture, with varying impacts depending on context	the combined impact of both on performance inside the organization		a pool of items was selected to create the survey instrument	transformational leadership and performance.
8	Dawei Wang, Wenxu Mao; Chaoyue Zhao, Feng Wang; Yixin Hu	2023	China	Out of almost 800 employees at a domestic petroleum firm, 630 employees from 66 different work teams were chosen to take part in the study.	The study's goal was outlined, and it was made clear that participants might choose not to participate and that the information they provided would remain private.	Original Research	utilizing the cluster random sampling technique and based on the collective social learning theory, expectancy-valence theory, and social learning theory	The conclusion is that team safety-specific transformational leadership can have a positive effect on safety participation and compliance.
9	Line Miray Kazin Ystaas; Monica Nikitara; Savoula Ghobrial; Evangelos Latzourakis; Giannis Polychronis 1 and Costas S. Constantinou 2	2023	Cyprus	Out of the 71 research that were reviewed, 23 studies were included (the studies included one interview and questionnaire surveys that extracted obstacles and facilitators and used qualitative synthesis for analysis).	To investigate the effects of transformational leadership on the work environment of nurses, the nursing care they deliver to patients, and the results of those patients	Systematic review	A thorough evaluation of the literature was done. Out of the 71 examined papers, 23 were included (the studies included one interview and questionnaire surveys for the purpose of identifying facilitators and barriers and doing qualitative synthesis analysis).	TFL has a beneficial direct and indirect impact on the work environment of nurses via intermediaries, such as employment satisfaction, organizational dedication, and structural empowerment. According to nurses, managers' TFL behavior did not foster excellence in any of the participating organizations or lessen the blame culture in the nursing environment.

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
	Kim, Eun Jeong; Kim, Eungyung; Lee, Son Ja	2023	Korea	In three general hospitals, 157 nurses with clinical experience ranging from more than a year to less than three years were included in the study.	In advanced beginner-stage nurses (ABNs), the effects of the authentic, transformational, and transactional leadership styles of nursing unit managers were examined with respect to positive psychological capital and turnover intention.	Original Research	A descriptive research study to ascertain the connection between transformational leadership and authentic leadership among unit managers	In all of the included organizations, nurses felt that managers' TFL conduct fell short of perfection, underscoring the need for more leadership development to improve the patient safety culture.
11	Sally Mohammed Farghaly Abdel Aliem, PhD, MSN; Ebtsam Aly Abou Hashish, DNS, MNS, RN	2021	Saudi Arabia	The study consisted of 60 nurse managers and 211 nurses	To ascertain how nurses' organizational resilience and job involvement relate to first-line nurse managers' transformational leadership techniques.	Original Research	A descriptive correlational research design was conducted at a Saudi university hospital	The leadership behaviors of first-line nurse managers explained 43% and 40% of the variance in nurses' organizational resilience and work participation, respectively, in addition to the positive significant association between the variables under study.
12	Bilal Afsar; Waheed Ali Umrani	2019	Pakistan	Data were collected from 338 employee – supervisor nurse	to look at how innovative work behavior is affected by transformational leadership, how learning motivation acts as a mediator, and how task complexity and innovation	Literature review	A survey questionnaire in the form of a self-report was given to 35 full-time workers and supervisors in the manufacturing and services sectors of Pakistani businesses .	Employee innovative work behavior and drive to learn were positively impacted by transformational leadership, which moderated the relationship between innovative work behavior and transformational leadership. The

No.	Authors	Year	Country	Population/ sample size	Aim/ Purpose	Evidence source	Design and Method	Key themes that related to the review question
					climate act as moderators in the relationship between transformati onal leadership and innovative work behavior.			innovative work practices by workers and transformation al leadership was tempered by job complexity and innovation climate.

RESULTS

Various studies investigating the mechanisms of Transformational Leadership (TFL) have detected its strong influence on employee attitudes and behaviors in nursing. Nurses' work attitudes are reflected in their level of job satisfaction and health care commitment. It is clear from the literature that TFL often positively influences nurses' work environment indirectly increasing job satisfaction. Employees' positive perceptions of work and health care, in this case health care, are revealed through job satisfaction. Researchers link TFL and empowerment to the formation of self-determination and competence, which are shown to have an impact on job satisfaction, showing a direct relationship between nurse empowerment and nurse job satisfaction, nurse job satisfaction, improving the quality of the nurse work environment (York et al., 2023).

Research showing a strong relationship between healthcare commitment and job satisfaction. Statistical results show that nursing staff committed to their health services with a strong sense of loyalty and dependence also have higher levels of job satisfaction. Higher levels of healthcare commitment and job satisfaction were also associated with improved health status in nurses. Transformational Leadership (TFL) was associated with better supervisor support, improved job satisfaction among nurses, and resulted in significantly more healthcare commitment, in a study examining the effectiveness of TFL in an elderly care environment, TFL was found to effectively strengthen nursing staff's sense of belonging to the health service, reducing their burnout. The clan culture built through TFL effectively influenced healthcare commitment and job satisfaction, where the home culture atmosphere created within their work environment promoted the intrinsic values of nursing staff while improving cohesion between nurses and quality of care. However, TFL was found to have a direct positive effect on healthcare commitment (Suwoko & Dwiantoro, 2020).

The results of the scope of the review conducted include several classifications of aspects that are grouped, namely on the contribution of transformational leadership to the managerial process, the elements involved in the implementation of transformational leadership and the contribution of outcomes to health service patient safety.

The scope of transformational leadership's contribution to the managerial process includes:

1. Nurses in service units strongly feel that transformational leadership carried out by nurse managers has a significant impact on the quality of nursing care and the quality of services provided.
2. The need for transformational leadership skills in situations of work overload and quality of care giver welfare has a significant role.

3. Transformational leadership is needed in the virtual situation of the pandemic situation team with all the limitations that arise with innovation, systematic assistance and direction of creative ideas in solving problems that arise.
4. The technical process of managing patient handover procedures with bedside handover techniques requires nurse champions with the implementation of transformational leadership with positive results.
5. Transformational leadership carried out by managers is no longer blaming in the problem-solving process.
6. Leadership culture requires a type of training, so that managers can understand and know the overall implementation picture of transformational leadership.
7. Transformational leadership has a role in organizational resilience.

The scope of elements involved in the implementation of transformational leadership are:

1. Transformational leadership requires a vision to inspire nurses through building trust, facilitating teamwork, sharing clinical expertise and identifying innovative solutions.
2. Work engagement is involved in the positive relationship between transformational leadership, namely setting up a suitable work system and tolerating each other's behavior.
3. Organizational culture directly affects performance and partially mediates the contribution of transformational leadership to organizational performance.
4. Transformational leadership has a direct and indirect effect on the work environment, namely structural empowerment, organizational commitment and job satisfaction.
5. The implementation of transformational leadership requires motivation, innovation and creative ideas that will have an impact on the effect of implementation by members in order to achieve the maximum expected results.

The scope of the contribution of transformational leadership outcomes on patient safety is:

1. Nurses in service units strongly feel that transformational leadership implemented by nurse managers has an impact on reducing the number of Adverse Events.
2. Transformational leadership can specifically affect compliance with the implementation of patient safety measures.
3. The technical process of managing patient handover procedures with bedside handover techniques has an impact on active patient involvement to achieve effective communication in patient safety goals.
4. Transformational leadership improves patient safety culture.

DISCUSSION

The results of literature findings in the scope found by researchers related to the important role and contribution of transformational leadership in achieving full health services get positive and supportive results and evidence. The results of identification in 3 types of scope, namely:

1. The scope of the contribution of transformational leadership to the managerial process that consist of :

- a) Strategic Vision and Goal Alignment. Transformational leaders are known for crafting and communicating a compelling vision that aligns with organizational goals. Recent studies emphasize that transformational leaders provide strategic direction, helping managers to align day-to-day activities with the organization's mission and vision (Hussain et al., 2021). This alignment ensures coherence in managerial decisions and enhances the overall strategic management process.

b) Employee Empowerment and Motivation

One of the critical contributions of transformational leadership is its emphasis on employee empowerment. According to Wu et al. (2021), transformational leadership fosters an environment where employees feel motivated and empowered to take ownership of their tasks, which enhances job satisfaction and productivity. By focusing on individualized consideration and intellectual stimulation, managers can effectively drive higher performance and innovation within their teams.

c) Change Management and Adaptability

Transformational leadership is particularly effective in driving change within organizations. Recent research shows that transformational leaders facilitate smoother transitions by effectively managing resistance and promoting a culture of adaptability (Al-Ali et al., 2021). Managers benefit from this approach, as it helps in navigating organizational changes while maintaining employee morale and engagement.

d) Organizational Culture and Ethical Climate

Recent literature highlights the role of transformational leadership in shaping a positive organizational culture. Transformational leaders promote values such as trust, integrity, and collaboration, creating a supportive environment that enhances managerial effectiveness (Aboramadan et al., 2020). This positive culture fosters better communication, cooperation, and ethical behavior across teams, leading to more effective management.

e) Innovation and Creative Problem-Solving

Transformational leaders encourage innovation by challenging existing practices and encouraging employees to think creatively. Studies by Jaiswal and Dhar (2020) indicate that transformational leadership is linked to higher levels of creativity and innovation in teams. This directly impacts managerial processes by improving decision-making and enabling the organization to stay competitive in dynamic environments.

f) Leadership Development and Succession Planning

Recent studies underscore the importance of transformational leadership in developing future leaders. Transformational leaders focus on mentoring and coaching, ensuring that organizations have a pipeline of capable leaders ready to take on managerial roles (Lee et al., 2020). This emphasis on leadership development strengthens managerial continuity and enhances long-term organizational sustainability.

g) Trust and Employee Engagement

Trust-building is another significant contribution of transformational leadership. According to Zhang et al. (2021), transformational leaders foster trust and engagement by demonstrating transparency, consistency, and ethical behavior. High levels of trust lead to better collaboration and more effective execution of managerial tasks, making management processes smoother and more efficient.

2. The scope of the contribution of outcomes on health care patient safety.

a) Implementation of Safety Protocols

Implementing evidence-based safety protocols and checklists significantly reduces the incidence of medical errors. Standardized procedures, such as the WHO Surgical Safety Checklist, have been shown to improve patient outcomes by enhancing communication and consistency among healthcare providers (Bergs et al., 2019).

b) Technological Innovations:

Advancements in health information technology, such as electronic health records (EHRs) and computerized physician order entry (CPOE) systems, have improved medication safety and reduced errors related to drug administration (Gonzalez et al.,

2021). These technologies facilitate accurate documentation and streamline communication, thus preventing potential adverse events.

c) **Patient Engagement**

Engaging patients in their own care through shared decision-making and patient education enhances safety by ensuring that patients are informed about their treatment options and potential risks (Hibbard et al., 2020). This involvement can lead to better adherence to treatment plans and more effective management of chronic conditions.

d) **Safety Culture and Reporting Systems**

Promoting a safety culture within healthcare organizations encourages open reporting of errors and near misses without fear of retribution. This transparency allows for the identification of systemic issues and the implementation of corrective measures (Pronovost et al., 2022). Reporting systems and safety audits are crucial for learning from incidents and preventing future occurrences.

e) **Training and Education**

Ongoing training and professional development for healthcare workers are vital for maintaining high standards of patient safety. Simulation-based training and scenario exercises can improve clinical skills and preparedness, reducing the likelihood of errors in real-life situations (Hoffman & Rogers, 2023).

3. The scope of elements involved in the implementation of transformational leadership

a) **Inspirational Motivation**

Transformational leaders use inspirational motivation to create a vision that is compelling and energizing. They articulate a clear and engaging vision of the future, which helps to inspire and motivate employees to work towards shared goals. This element is crucial for fostering a sense of purpose and commitment among team members (Kark & Carmeli, 2020).

b) **Idealized Influence**

Leaders demonstrate idealized influence by serving as role models and exhibiting behaviors that reflect high ethical standards. This component helps to build trust and respect among followers, as leaders lead by example and embody the values and principles they advocate (Ng & Feldman, 2021).

c) **Intellectual Stimulation**

Transformational leaders encourage creativity and innovation by challenging existing processes and fostering an environment where new ideas are valued. This element involves promoting critical thinking and problem-solving, allowing employees to explore new approaches and improve organizational practices (Avolio & Zhu, 2022).

d) **Individualized Consideration**

Leaders who practice individualized consideration focus on the development and growth of each team member. They provide personalized support and mentorship, recognizing individual strengths and areas for improvement. This approach helps to enhance employee engagement and performance by addressing their unique needs and aspirations (Boerner et al., 2023).

e) **Empowerment and Delegation**

Effective transformational leaders empower their employees by delegating authority and encouraging autonomy. By giving team members the responsibility and freedom to make decisions, leaders enhance their sense of ownership and accountability, which can lead to increased job satisfaction and productivity (Gong et al., 2024).

The three scopes get strong literature evidence in looking at the influence of transformational leadership in health services, the impact it has in achieving patient safety goals and the things

that are interrelated with the implementation of transformational leadership. Transformational leadership has been identified as one of the most important leadership styles in healthcare (Day & Leggat, 2019). The principle of transformational leadership is that a leader mobilizes the motivation of his or her followers to achieve the organizational vision by empowering staff, challenging them beyond the status quo and recognizing the need for inspiration and this approach has resulted in positive organizational performance, such as increased nurse retention and resulting care outcomes (Law et al., 2022). Research in Kuwait and Turkey also showed significant results in the dominant role of transformational leadership as the best type of leadership in the health care sector (Nursing Open - 2023 - Al-Thawabiya - Leadership Styles and Transformational Leadership Skills among Nurse Leaders in Qatar .Pdf, n.d.).

The implementation of the leadership process guided by the presence of leader role models in solving problems is very significant in the fastest and easiest process to teach, providing delegated actions, which provide a comfortable and supportive horizontal relationship. A leader who performs the same activities as others and is able to complete them well is one way of providing good motivation and influence for members to follow the same attitude. Proactive leaders tend to stimulate a sense of comfort at work, camaraderie, respect and trust. This also improves good interpersonal relationships among service teams so as to produce quality services and minimize interpersonal conflicts (Ferreira et al., 2020).

Leaders must have charisma, be able to influence and be enthusiastic about the team, a common aspect of transformational leadership style that generates admiration and high confidence. The dynamics in the healthcare process of exercising leadership, aiming to extend clarity, acceptance of ideas, moments where the leader can position himself, advocate for problems, listen, evaluate and implement creative and assertive ideas, listen to difficulties and abilities. These aspects are commonly found in Transformational Leadership practices (Ferreira et al., 2020).

The literature presented in the scope of the health sector, as an illustration of the process of integration needs in health services associated with the type of transformational leadership which is a logical description and field evidence by sharing strategic planning and division of tasks, working together, collaborating and interacting democratically is necessary for the development of teamwork, so as to integrate different actors, knowledge, practices, interests and needs. Teamwork occurs because of the need to set common goals and objectives, with a clear work plan, where each health worker involved can develop individually and as a group, and user-centered care and the community involved, so that the health services provided have quality and efficiency, it is important to understand the true meaning of being part of a team (Pereira et al., 2020).

Leadership development is a crucial strategy that equips managers with the necessary skills and perspectives to effectively lead their teams, driving concrete results and continuous performance improvement. In the context of health care management, particularly among nurses, this development involves eight key actions: ensuring leadership is applied appropriately, exercising leadership within the workplace, planning nursing care actions, educating and empowering nursing staff, managing material resources, coordinating the care process, performing complex health care practices and procedures, and assessing the outcomes of nursing actions. These actions collectively contribute to the effective and efficient delivery of health care services. One of its strengths is related to participatory management, where the involvement of nurses in the decision-making process, an efficient

process (Pereira et al., 2020). Transformational leadership is also based on the 4Is (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) (Salam et al., 2023).

CONCLUSION

The results of literature findings in the scope found by researchers related to the important role and contribution of transformational leadership in achieving full health services get positive and supportive results and evidence. The results of identification in 3 types of scope, namely. The scope of the contribution of transformational leadership to the managerial process. The scope of the elements involved in the implementation of transformational leadership. The scope of the contribution of outcomes on health care patient safety.

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