

Impact Of Transformational Leadership On Organizational Commitment, Psychological Empowerment And Well-Being Among Staff Nurses

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Abstract

Background: Transformational leaders foster trust, encourage innovation, and provide individualized support, which is particularly impactful in high-stress professions like nursing. The study aims to explore the influence of transformational leadership on organizational commitment, psychological empowerment and well-being. **Materials & Methods:** A descriptive cross-sectional design was used with 289 staff nurses selected through consecutive sampling technique at selected hospitals, in Chennai. The tools used were background variables proforma, global transformational leadership scale, rating scale on organizational commitment, psychological empowerment and on psychological Wellbeing. **Results:** The study revealed that most staff nurses were aged 20-35 years (92.4%), predominantly female (84.9%), with less than five years of experience (70.0%), and nearly half working in wards and OPD (42.8%). The mean scores (\pm SD) for transformational leadership, organizational commitment, psychological empowerment, and psychological well-being were $26.22/35 \pm 5.16$, $21.80/40 \pm 5.25$, $59.88/84 \pm 18.66$, and $42.42/56 \pm 13.05$, respectively. A strong positive correlation was found between psychological empowerment and well-being, while organizational commitment showed a weak positive correlation with empowerment. Transformational leadership significantly influenced psychological well-being, improving it by 12.6% after controlling for psychological empowerment ($P < 0.001$). The findings underscore the importance of demographic and work-related variables in shaping leadership, commitment, empowerment, and well-being among staff nurses. **Conclusion:** These findings underscore the importance of transformational leadership as a key factor in fostering positive outcomes for nurses, emphasizing its role in improving empowerment and well-being.

Key Words: Transformational leadership, Organizational commitment, psychological empowerment, Well-being, Staff Nurses.

INTRODUCTION

The healthcare sector faces increasing challenges, including global nursing shortages, high turnover rates, and workplace stress. According to the World Health Organization (WHO), there is an estimated shortfall of 5.9 million nurses worldwide, with demand expected to grow due to aging populations and rising healthcare needs^[1]. Staff nurses, who form the backbone of healthcare delivery, often experience demanding workloads, burnout, and emotional exhaustion, leading to decreased job satisfaction and organizational commitment. Effective leadership is essential for addressing the challenges faced by staff nurses. Among leadership styles, transformational leadership has been widely recognized for its ability to motivate, inspire, and empower employees.

Transformational leaders foster trust, encourage innovation, and provide individualized support, which is particularly impactful in high-stress professions like nursing. Transformational leadership comprises four dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These behaviours create a supportive work environment, directly impacting nurses' performance and well-being.

Nurses under transformational leaders exhibit higher levels of organizational commitment. A study on transformational leadership revealed that reduced turnover intentions by 25% among staff nurses by fostering trust and job satisfaction^[2]. Transformational leadership promotes psychological empowerment by enhancing nurses' perceptions of autonomy, competence, and meaning in their work. According to

study on leadership, staff nurses who felt empowered demonstrated a 30% increase in job performance and confidence^[3]. Work place stress is a major issue for staff nurses. Transformational leaders can mitigate stress and burnout by creating a positive work environment. Another study reported that transformational leadership significantly reduced emotional exhaustion and improved mental well-being among nurses^[4]. Given the critical role of staff nurses in patient care and the ongoing global nursing crisis, understanding the impact of transformational leadership on nurses' organizational commitment, psychological empowerment, and well-being is essential. This study aims to provide evidence-based insights to support leadership development initiatives that can improve nurse retention, reduce burnout, and enhance healthcare outcomes.

Statement of the Problem

A Descriptive Study to Determine the Impact of Transformational Leadership on Organizational Commitment, Psychological Empowerment and Well-Being among Staff Nurses at Selected Hospitals, Tamil Nadu.

Objectives of the Study

Primary Objectives

1. To assess the influence of transformational leadership on organizational commitment, psychological empowerment and well-being among staff nurses

Secondary Objectives

2. To determine the correlation between transformational leadership, organizational commitment, Psychological empowerment and well-being among staff nurses.

3. To determine the association of selected Background variables with transformational leadership, organizational commitment, Psychological empowerment and well-being among staff nurses

Research Hypotheses

RH1: There is a significant correlation between transformational leadership, organizational commitment, Psychological empowerment, and well-being among staff nurses.

RH2: There is a significant association of selected Background Variables with transformational leadership, organizational commitment, psychological empowerment, and well-being among staff nurses

MATERIALS & METHODS

Study Design & Participants

A descriptive cross-sectional design was used in this study. Participants were 289 staff nurses at selected hospitals, in Chennai. The samples were selected through consecutive sampling techniques with the inclusion criteria of staff nurses manageable with smartphones, laptops and Google Forms by excluding internship students. The sample size was estimated based on previous findings^[5] on the influence of transformational leadership and organizational commitment as 50%, design effect 1, allowable error d = 5% with a confidence level of 90% and the sample size required was 271. The Open Epi, Version 3 online calculator calculated the sample size. With 10 % attrition, the sample size was 298. The Google forms were sent to 300 staff nurses, and 289 responses were received. The data was collected after obtaining informed consent using the Google Forms link shared through WhatsApp. Therefore, the final samples included for analysis were rounded to 289. The data collection period was from September 2024 to November 2024.

Tools

Tools used to collect the data were background variables, Standardized tools include global transformational leadership scale^[6], The scale consists of 5 items, each rated on a Likert scale (typically from 1 = strongly disagree to 5 = strongly agree) with the obtainable score of 35. Rating scale on organizational commitment^[7], The inventory has 8 items. The unit of measurement is based on 5 response alternatives, out of which the subject need to choose one alternative. Each item or statement should be awarded as 5, 4, 3, 2 and 1 for positive items. In case of 6 and 8 the rated scores should be reversed i.e. 1, 2, 3, 4, and 5 as they are negative items respectively with the obtainable score of 40. Rating scale on psychological empowerment^[8], The scale consists of 12 items that measure empowerment through four key dimensions. Each dimension includes three questions, and respondents typically rate their level of agreement on a Likert scale (e.g., from 1 =very strongly disagree to 7 = Very strongly agree) with the obtainable score of 84. Rating Scale on psychological Wellbeing^[9] consists of 8 items, each designed to assess a different aspect of psychological well-being. Respondents rate their agreement with each statement

on a Likert scale (from 1 = strongly disagree to 7 = strongly agree) with the obtainable score of 56. Data was collected through web-based link created on Google Forms and shared in the WhatsApp application for 300 staff nurses and 289 surveys were returned.

Ethical Consideration

The Apollo College of Nursing, Chennai Institutional Ethical Committee granted ethical clearance and approval for the study, which was carried out in compliance with the World Medical Association Declaration of Helsinki on Ethical Principles for Medical Research Involving Human Subjects (ACONC/IEC/2024/021). Setting authorization was acquired from the community's relevant authorities. All participants gave their informed consent. The information collected from the participants in the suggested study was used only for that particular study. The study was conducted with confidentiality.

RESULTS & DISCUSSION:

The data were tabulated, coded, analysed and interpreted using descriptive and inferential statistics. The study findings in table 1 revealed that the majority of the staff nurses were aged 20-35 years (92.4%), most of them were females (84.9%), had the years of experience < 5 years (70.0%) and nearly half of them were working in wards and OPD (42.8%).

The majority of staff nurses were aged 20-35 years, which is consistent with the findings of a study which reported that the average age of staff nurses in India was 28.5 years^[10]. Younger nurses (aged 20-35 years) dominate the nursing workforce globally, transformational leaders mentor and inspire young nurses by providing guidance, fostering skill development, and reducing job-related stress, which helps them integrate into the workforce effectively. The study highlighted that transformational leadership provides mentorship and emotional support for younger staff^[3].

Nursing is a female-dominated profession globally, as reflected in your study. The predominance of female nurses in your study emphasizes the need for transformational leadership to address gender-specific challenges in the nursing profession^[2]. The high proportion of nurses with less than 5 years of experience reflects the influx of new graduates into the profession and the rapid turnover rates often seen in nursing due to job stress and burnout. Your sample of predominantly less experienced nurses highlights the critical role of transformational leadership in ensuring the retention and professional growth of new nurses^[11].

The findings of the study on background characteristics of staff nurses align with global trends in the nursing workforce. Recent studies highlight the critical role of transformational leadership in addressing the unique needs of young, female, and less experienced nurses, particularly those working in high-stress areas like wards and OPDs. Transformational leadership fosters empowerment, well-being, and retention, making it essential for improving outcomes for nurses and healthcare organizations.

Table 1: Frequency and Percentage Distribution of Background Variables of Staff Nurses (N=289)

Background variables	f	%
Age in years		
20 - 35	268	92.4
36 - 45	17	5.9
>45	4	1.4
Gender		
Male	40	13.8
Female	249	85.9
Marital status		
Single	228	78.6
Married	61	21.0
Separated	-	-
Educational qualifications		
GNM	35	12.1
B.Sc	249	85.9
M.Sc	5	1.7
Years of experience		

< 5 years	203	70.0
> 5 years	86	29.7

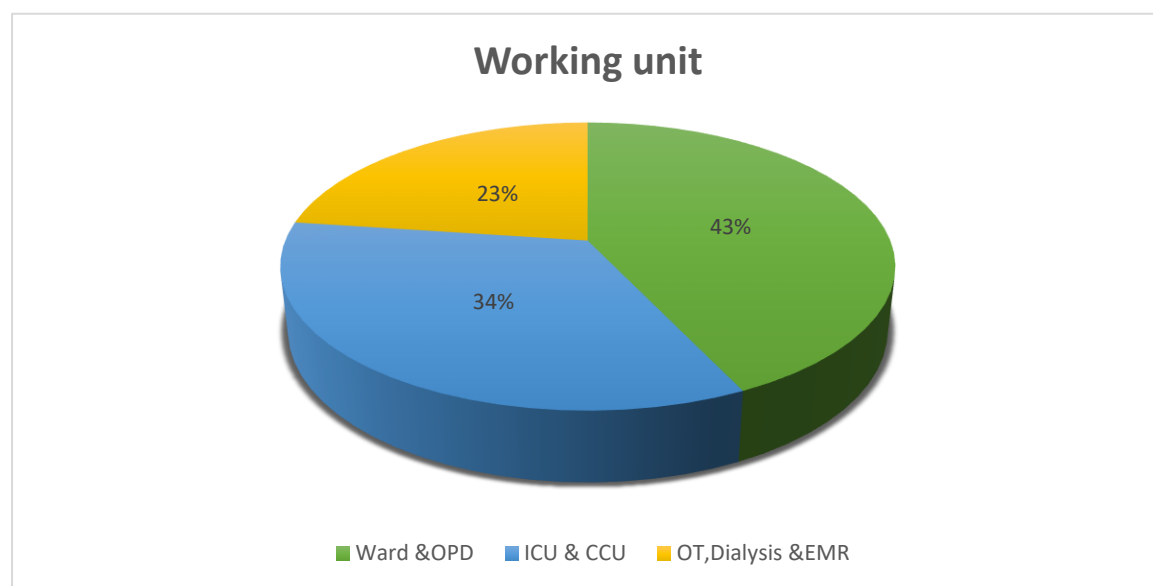


Fig 1: Frequency and Percentage distribution of working unit among staff nurses

Table 2 Component Wise Mean and Standard Deviation of Transformational Leadership, Organizational Commitment, Psychological Empowerment and Wellbeing among Staff Nurses(N=289)

Components	Minimum obtainable score	Maximum score	Mean	SD	Mean %
Transformational leadership	8	35	26.22	5.16	74.9
Organizational commitment	10	40	21.80	5.25	57.36
Psychological empowerment	12	84	59.88	18.66	71.28
Psychological wellbeing	8	56	42.42	13.05	75.75
Overall score	8	215	35.99	18.8	

Table 2 shows that the mean and standard deviation of transformational leadership (26.22/35 \pm 5.16), organizational commitment (21.80/40 \pm 5.25), Psychological empowerment (59.88/84 \pm 18.66), and psychological wellbeing (42.42/56 \pm 13.05) of transformational leadership among staff nurses.

The mean score of **26.22 \pm 5.16** indicates that staff nurses perceived their leaders as moderately transformational. The moderate score in the study aligns with this research, suggesting that even moderate levels of transformational leadership can foster significant positive outcomes but that greater leadership efforts might yield even better results ^[4]. Transformational leadership positively influences staff engagement, professional development, and overall job satisfaction. Moderate transformational leadership scores may reflect variability in leaders' ability to inspire and provide individualized support to nurses.

The mean score of organisational commitment **21.80 \pm 5.25** indicates a moderate level of commitment among staff nurses. The findings were supported by study transformational leadership was positively associated with higher levels of organizational commitment, with empowerment acting as a key mediator

^[3].

This reflects nurses' identification with organizational goals and their willingness to remain with the organization, but it may also highlight potential areas for improvement, such as emotional attachment or value alignment.

Table 3. Correlation between Transformational leadership, Organizational Commitment, Psychological empowerment, Psychological well-being of Staff Nurses (N=289)

Variables	r value	p value
Transformational leadership vs Organizational commitment	-0.0362	0.5421
Transformational leadership vs Psychological empowerment	0.3262	< 0.001*
Transformational leadership vs Psychological well being	0.3765	< 0.001*
Organizational commitment vs psychological empowerment	0.122	0.0381*
Organizational commitment vs Psychological well being	0.071	0.228
Psychological empowerment vs Psychological well being	0.8273	< 0.001*

*P<0.05

The findings of this study highlight the significant relationship between transformational leadership and psychological empowerment, as well as psychological well-being among staff nurses. This is consistent with recent studies that have demonstrated the positive impact of transformational leadership on employee empowerment and well-being^[12,13]. The lack of significant correlation between transformational leadership and organizational commitment in this study is intriguing. However, a study found that transformational leadership was not directly related to organizational commitment, but rather influenced it indirectly through its impact on employee empowerment and job satisfaction^[14].

The strong positive correlation between psychological empowerment and psychological well-being found in this study is consistent with recent research that has highlighted the critical role of empowerment in enhancing employee well-being^[13,14]. The weak positive correlation between organizational commitment and psychological empowerment observed in this study is supported by a study, which found a small but significant relationship between organizational commitment and employee empowerment^[15].

Overall, the findings of this study provide further evidence of the importance of transformational leadership in promoting positive outcomes among staff nurses, including psychological empowerment and well-being.

Table 4. Multi Variant Analysis for the Effect of Transformational Leadership on Organisational Commitment, Psychological Empowerment and Well-being(N=289)

Tests of Between-Subjects Effects							
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Psychological Empowerment	Organizational Commitment	183.751	1	183.751	5.319	0.022*	0.020
	Psychological Well-Being	23676.590	1	23676.590	470.327	<0.001*	0.641
Transformational Leadership	Organizational Commitment	663.093	20	33.155	.960	0.512	0.068
	Psychological Well-Being	1908.304	20	95.415	1.895	0.013*	0.126
a. R Squared = .080 (Adjusted R Squared = .007)							
b. R Squared = .727 (Adjusted R Squared = .705)							

*P<0.001

The findings of this indicate that **transformational leadership directly enhances psychological well-being**, contributing to a **12.6% improvement** ($P < 0.001$) even after accounting for psychological empowerment.

Similar study highlighted that transformational leadership was strongly associated with improved psychological well-being among nurses by reducing workplace stress and fostering resilience. Even after controlling for mediators like resilience, transformational leadership demonstrated a direct positive effect

on well-being^[16]. Transformational leadership improved nurses' psychological empowerment, fostering autonomy, self-efficacy, and meaningful work, which, in turn, enhanced their well-being and organizational commitment. However, transformational leadership also had a direct positive effect on empowerment and well-being when mediators were controlled^[17]. Transformational leadership positively influenced organizational commitment by fostering empowerment and trust, which translated into better psychological well-being. Nurses who felt committed to their organizations reported lower burnout and higher job satisfaction^[3]. Psychological empowerment partially mediated the relationship between transformational leadership and well-being. However, even after controlling for mediators, transformational leadership had a statistically significant direct effect on psychological well-being^[11]. This study reinforces these findings, demonstrating that transformational leadership not only empowers nurses but also directly improves their well-being and organizational commitment. Investing in transformational leadership practices is therefore essential to foster a healthier, more empowered, and committed nursing workforce.

Table 4. Association between the Selected Background Variables and the Transformational Leadership, Organizational Commitment, Psychological Empowerment and Wellbeing among the Staff Nurses (N=289)

Variables	Transformational Leadership χ^2 & p value	Organizational Commitment χ^2 & p value	Psychological Empowerment χ^2 & p value	Psychological Wellbeing χ^2 & p value
Age in years	1.03 0.30	0.04 0.83	7.57* 0.00	9.18* 0.00
Gender	0.23 0.62	4.21* 0.04	0.003 0.95	0.39 0.53
Marital status	1.22 0.26	0.02 0.87	3.23 0.07	5.10* 0.02
Educational qualification	7.54* 0.02	0.24 0.88	1.09 0.57	2.35 0.30
Years of experience	0.96 0.32	0.35 0.54	5.35* 0.02	1.00 0.31
Working Unit	1.06 0.58	3.04 0.21	1.68 0.43	1.35 0.50

*P<0.05

The study's findings highlight the significance of demographic and work-related variables in predicting transformational leadership, organizational commitment, psychological empowerment, and psychological well-being among staff nurses. Age was found to be significantly associated with Psychological empowerment and psychological well-being, with younger nurses (≤ 35 years) exhibiting better well-being. This finding is consistent with a study which reported that younger nurses experienced lower levels of burnout and higher levels of job satisfaction^[18].

The lack of significant differences in perceptions of transformational leadership, organizational commitment, psychological empowerment, and psychological well-being between male and female nurses is noteworthy. This finding is supported by a study, which found no significant differences in job satisfaction and burnout between male and female nurses^[19]. Marital status was significantly associated with psychological well-being, with married nurses exhibiting better well-being. This finding is consistent with a study, which reported that married nurses experienced higher levels of job satisfaction and lower levels of burnout^[2].

Educational qualifications were significantly associated with transformational leadership and psychological well-being. Nurses with MSc qualifications had higher perceptions of leadership and well-being. This finding is supported by a study, which found that higher educational qualifications were

associated with higher levels of job satisfaction and leadership skills. Years of experience significantly influenced psychological empowerment and psychological well-being^[20]. Nurses with less than five years of experience reported higher empowerment and well-being. This finding is consistent with a study, which reported that novice nurses experienced higher levels of job satisfaction and lower levels of burnout^[21].

Conclusion: The study revealed that transformational leadership significantly influences psychological empowerment and psychological well-being among staff nurses. The findings demonstrated a strong positive correlation between psychological empowerment and well-being, while a weak positive correlation was observed between organizational commitment and psychological empowerment. Transformational leadership was found to have a significant impact on psychological empowerment and well-being, even after controlling for psychological empowerment, with a notable 12.6% improvement in psychological well-being at $P < 0.001$. Demographic factors such as age, gender, experience, and work units were identified as important predictors of leadership, commitment, empowerment, and well-being. These findings underscore the importance of transformational leadership as a key factor in fostering positive outcomes for nurses, emphasizing its role in improving empowerment and well-being.

Implication for Practice: Nursing administrators should implement leadership training programs to cultivate transformational leadership skills among nurse managers. Hospital management should prioritize strategies that enhance psychological empowerment, such as involving nurses in decision-making, offering professional growth opportunities, and recognizing their contributions, which could lead to improved psychological well-being. Policies aimed at supporting nurses' mental health and well-being should be implemented, including stress management programs, counselling services, and work-life balance initiatives, particularly for younger and married nurses who demonstrated varying levels of well-being.

Limitations: The study used a cross-sectional design, which limits the ability to establish causality between transformational leadership, organizational commitment, psychological empowerment, and psychological well-being. The data were collected using self-reported questionnaires, which may be subject to biases such as social desirability bias or inaccurate self-assessment. The study was conducted in a specific healthcare setting, which may limit the generalizability of the findings to other hospitals or regions with different organizational cultures or demographics. The study found only a weak correlation between organizational commitment and other variables, which suggests that additional factors influencing organizational commitment were not accounted for in the study.

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