

## Original Article

### Nursing Leadership in the Healthcare Setting: A Scoping Review

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#### Abstract

**Background:** This scoping review aims to give a brief overview of the research on the elements that influence nurse leadership in the context of healthcare outcomes.

**Objectives:** The review different literature in nursing leadership traits as an effect to the healthcare outcomes of a healthcare institution.

**Methodology:** The study utilized a scoping review of published articles and relevant literature published and grey literature last January 1, 2013 to November 30, 2023. A total of twelve (12) studies from Belgium, Finland, Canada, United States, Saudi Arabia, Nigeria, New Zealand, Australia, Pakistan and Taiwan on Nursing Leadership and Healthcare outcomes.

**Findings:** The review has four (4) key themes identified: (1) Modeled Influence, (2) Intellectual Interventions, (3) Individualized Development, and (4) Motivating Encouragement. The four themes suggest diverse approaches to guiding development and fostering harmonious achievement for Nursing Leadership.

**Conclusions:** Relational leadership methods, like symphonic conducting, foster a welcoming and inclusive workplace, lowering fatigue and increasing employee happiness. Better patient outcomes and increased staff commitment to company objectives follow from this. Future research might examine the relationship between certain conducting approaches and specific leadership acts, as well as the usefulness of these tactics in various healthcare contexts and potential implementation issues.

**Keywords:** Nursing Leadership, Healthcare Outcomes, Leadership Symphony

#### Introduction

Imagine a healthcare system where the backbone of patient health care is empowered to excel. A vision that is achievable and can become reality with strong nursing leadership. This review dives into the impactful world of

nursing leadership, exploring the crucial aspect impact of leadership into patient outcomes and staff satisfaction.

Is nursing leadership that critical to the healthcare system? Healthcare is currently

dealing with increasing costs, complex circumstances, and never-ending search for best patient care. The game changers are the effective nurse leaders, who continuously champion quality improvement initiatives, patient care and safety, fostering collaborative and supportive environments and navigating complex scenarios in the healthcare system (Tulleners, et al., 2021).

The impact of nursing leadership goes beyond the patients, strong leadership fosters a work environment where nurses thrive. Staff satisfaction, higher retention rates and lesser cases of burnout translate to a more stable and cohesive workforce that can lead to better healthcare outcomes (Cummings, et al., 2008; Wei, et al., 2020; Cummings, et al., 2018).

The review delves into existing research articles to uncover the secrets of successful nursing leadership. Identifying certain characters that define effective leadership, barriers and challenges they may face, and factors contributing in empowering nurses to excel. The result of the review can give insights, and aid healthcare institutions and organizations to develop programs. Programs that nurture and support exceptional nursing leaders and prospective leaders. We can see that the future of healthcare is built on strong leadership and empowered nurse leaders.

**Aim of the Study:** This scoping review aims to give a brief overview of the research on the elements that influence nurse leadership in the context of healthcare outcomes.

**Methodology and Methods:** In order to understand the effect of nursing leadership on the healthcare outcomes in the hospital setting, the author/s conducted a scoping review. A scoping review maps a given field, summarizes the evidence to effectively convey the field's breadth and depth. A guideline in the conduct of a scoping review is needed, to facilitate reporting and transparency. This methodological framework provides clarity at

each stage and increases consistency (Levac, Colquhoun, and O'Brien, 2010). The scoping review methodology in this review came from Levac et al., (2010), which has five steps describing methodological approach. For this study, the following essential steps were used:

1. Identifying the research question/s;
2. Identifying relevant studies;
3. Selecting the studies;
4. Charting the data;
5. Collating, summarizing and reporting the result.

In this review, the following are the inclusion: nursing leadership traits as an effect to the healthcare outcomes of a healthcare institution, published articles in English were included; and relevant literature published and grey literature between January 1, 2013 to November 30, 2023. The following are the exclusion criteria: non-nursing leadership research paper or articles, non-healthcare institution related, non-healthcare outcomes related and commentary papers on nursing leadership and healthcare outcomes.

***Step one: Identifying the research question:***

The need to identify relevant research questions is a key to provide the breadth of coverage.

**The following research question was addressed in this scoping review:** what were the different nursing leadership styles/traits that influence the healthcare outcomes in a healthcare institution?

***Step two: Identifying relevant studies:*** Prior to identification of relevant studies, search strategies were developed. This includes where to search, terms to search, sources to be searched, time span and language as recommended (Levac et al., 2010). Publication dates were limited only to January 1, 2013 to November 30, 2023.

The following were the electronic databases utilized for the search: MEDLINE, ERIC, PubMed, ProQuest, and Sage. Additionally, a search in the Google Scholar was made to obtain additional articles.

Key terms were developed and customized keywords to suit the search strategies of

different databases. The following were the key terms utilized in this review:

Search 1: Leadership

Search 2: Nursing leadership

Search 3: Healthcare Outcomes

Search 4: search 1 and search 3.

Search 5: search 2 and search 3.

**Step three: Selecting relevant papers:** A total of 18,491 articles were identified from the selected databases. After removing duplicates and other records that are excluded based on the exclusion criteria. Fifty-three articles were considered for further screening of the abstract based on the inclusion and exclusion criteria. After the abstract screening and assessing the full-text, a total of twelve (12) articles were considered relevant to be included in the data set for collating, summarizing and reporting results. To report the final number once the review has been completed (fig. 1), the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) flow diagram was utilized. The selected articles are based on the research questions that were addressed in the scoping review and followed the considered minimum standards. The author considered method studies of quantitative, qualitative and mixed methods. All selected articles were based on the inclusion and exclusion criteria, research questions, familiarity of the subject matter through reading the title, abstract and full paper (Levac et al., 2010).

**Step four: charting the data:** A total of twelve articles were included in the review, articles were read several times, to ascertain all relevant information was included. It is vital to develop a data-charting form and use it to extract vital information from the selected studies. In this review, the extracted data were presented in the form of tables which contained author, year, study location, study designs, key aims of research questions, sample, size, elements and key findings (Table 1).

**Step five: collating, summarizing and reporting of result:** In this phase, extracted data were analyzed utilizing a descriptive and inductive thematic synthesis approach. An organizing matrix was created to extract vital information, into which relevant segments of

the text of each study were inserted and later condensed table (Table 1). Findings from each study were manually coded and later grouped into common themes related to the research objectives. From all the selected articles, themes were created from a comprehensive review of all the codes. Then, themes were organized into higher-order themes and discussed their relationship. Based on the evidence obtained from the collaborative synthesis of data research questions were answered.

### **Findings**

A total of 18,491-articles were identified from 5 databases.

The search strategy and its results were summarized in figure 1. A total of six hundred seventeen records were screened and five hundred fifty-three records were excluded. Sixty-four records are sought for retrieval and eighteen were not retrieved. A total of forty-six records are assessed for eligibility. Reports that were excluded are records that pertains only to leadership styles, not related to healthcare outcomes, reviews and general commentary.

A total of twelve of these records met the inclusion criteria of the review. Articles were summarized in table 1 together with study location, study design, key aim or research questions, sample size, elements and key findings of the study.

The study includes different types of study designs: a study design such as case studies (1), cross-sectional research design (9), qualitative design (1) and quantitative research design (1). The following articles are from Belgium, Finland, Canada, United States, Saudi Arabia, Nigeria, New Zealand, Australia, Pakistan and Taiwan on Nursing Leadership and Healthcare outcomes. The study includes 1,054 nurses and 22 nurse managers from the United States (Parnell, 2020), 11 Nurses Managers from Finland (Liukka, 2017), 651 nurses from Taiwan (Lin, 2015), to four high income countries (Brockie, 2021).

The selected 12 studies covered a wide population of nurses in healthcare institutions. The studies included in this review focused on:

Transformational Leadership (n=6),  
Nursing Leadership (n=2),  
Authentic Leadership (n=1),  
Job Satisfaction (n=2),  
Staffing (n=1),  
Safety (n=4),  
Social Factors (n=3) and  
Patient Outcomes (n=5).

The study has four key themes identified in the literature (table 2):

- (1) Modeled Influence,
- (2) Intellectual Interventions,
- (3) Individualized Development, and
- (4) Motivating Encouragement.

**Modeled Influence:** In this review, studies shows that leaders have great influence on their people they are able to influence nurses' performance (Lin, et al., 2015; Asif, et al., 2019), their workplace environment (Boamah, et al., 2018) and safety performance in their respective assigned areas (Lievens, et al., 2013; Ugwu, et al., 2020). Moreover, leadership has great impacts on the compliance and participation of nurses' (Lievens, et al., 2013), their interpersonal relationship (Lin, et al., 2015) and their effectiveness and satisfaction (Jackson, 2016). Leaders responsibility (Jackson, 2016), behavior (Ugwu, et al., 2020) and practices (Parnell, 2020; Ugwu, et al., 2020) are also seen as influential to their professional performance. Nurse leaders are seen to be key players on the management development programs (Alshammari, 2023).

**Intellectual Interventions:** Studies show that in the healthcare industry, there is a premium on structured teaching-learning, as evidenced in the profession of nursing, where a high level of educational qualifications is necessary prior to practice (Jackson, 2016). So that nurses are able to provide patient-centered nursing intervention and have the competency and ability to recognize adverse events (Liukka, et al., 2017) to ensure high quality of care is delivered and efficient patient outcomes (Asif, et al., 2019) is achieved. Thus, even at the managerial level, education and leadership are seen to be important factors in performance and staffing outcomes (Jackson, 2016). Furthermore, even at the staff level, institutionalization of different

safety protocols has a positive outcome (Ugwu, et al. 2020). This includes cultural safety practice (Brockie, et al., 2021) and creating an environment of cultural awareness and sensitivity (Alshammari, 2023) within the healthcare institution.

**Individualized Development:** Studies show that each individual has a unique role in the organization, and nurse leaders are to better cultivate nurses' workplace social capital (Read, et al., 2016) and their social network connectedness (Parnell, 2020). Studies also show nurse leaders are capable of allowing an environment where nurses would be able to balance work pressure (Ugwu, et al., 2020) and cultivate a better Organizational commitment (Lin, et al., 2015). In addition, studies show better outcomes on individual or targeted approach to staff development to achieve effective problem-solving and resource management skills (Alshammari, 2023) and encouraging inclusivity of diverse cultural background (Brockie, et al., 2021).

**Motivating Encouragement:** The studies included in this review shows that leadership has various aspects that are detrimental for the employee such as communication (Plasse, 2015), leaders accountability (Jackson, 2016), and safety work behavior (Ugwu, et al., 2020). studies also shows that it is highly important for a nurse leader to establish an empowering environment (Asif, et al., 2019), allow staff encouragement (Read, 2016; Liukka, et al., 2017), and building a safe work behavior for everyone (Ugwu, et al., 2020). Moreover, the studies show the importance of establishing a collaboration and partnership among health organizations (Alshammari, 2023) and promotion of different indigenous activism of nurse employees (Brockie, et al, 2021).

## **Discussion**

The study by Hall et al. (2002) on the Transformational Leadership: The Transformation of Managers and Associates, suggests transformational leadership with the 4I's such as idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation can become effective

leaders. These four themes can be mirrored to a symphony. Johnnie Maier wrote in an article titled, "Nursing Leadership: The Symphony Conductor" gave valuable insights and an engaging perspective on nursing leadership. The analogy of a symphony conductor presents an idealized model of leadership that may not be easily replicated in every nursing context. It also provided a framework to understand teamwork, communication and shared vision (Glazer and Fitzpatrick, 2013).

**Modeled Influence** can be referred to Orchestral Vorbild, where the conductor is a living embodiment of musical intent, guiding and shaping the ensemble's performance through their gestures and leadership. Relational leadership styles achieve a positive impact on the staff performance, patient outcome and organization performance (Alilyyani, et al., 2018).

**Intellectual Intervention** to a fugal development, in which elements are introduced, repeated, and changed throughout the work, necessitating attentive attention and careful consideration in order to keep up with the harmonious interaction.

In the study by Al-Harthy and Yusof (2013) on the mediating effect of training, it revealed that relationship between an employee's work performance and their transformational leadership style, in particular, may be enhanced by their training. In addition, the training received by workers and their job performance are predicted by transformational leadership styles.

**Individualized development** to a sectional transformation, where each section of the orchestra takes on a unique role and personality throughout the piece, evolving and contributing their own voice. In a systematic review done by Ystaas, et al. (2023) findings indicate that nurse managers who exhibit relational leadership qualities are probably going to have an impact on their staff members' job happiness and help them avoid burnout. This is accomplished by creating, either directly or indirectly, a welcoming and inclusive work atmosphere.

**Table 1. Summary of the Data (n=12).**

Author	Year	Title	Study Location	Study Design	Key Aim or Research Questions	Sample (if any)	Competency or Elements	Key Findings
Lievens, I., et al.	2013	Transformational Leadership and Safety Performance among Nurses: The Mediating Role of Knowledge-related Job Characteristics	Belgium	Cross-Sectional Design	(1) To present the effects of transformational leadership on two aspects of the safety performance of nurses (i.e. safety compliance and safety participation) and (2) to investigate how knowledge-related job attributes mediate this link	152 Nurses	Transformational Leadership, Safety Performance, Knowledge-related Job Characteristics	The results demonstrate the significant positive impact of transformational leadership on both aspects of nurses' safety performance. The transformative leadership of head nurses may boost nurses' adherence to and participation in safety. Transformational head nurses possess the capacity to influence their staff members' opinions about the kind and scope of knowledge required for their jobs, which may enhance performance in both areas of safety.
Lin, P., et al.	2015	The Influences of Nursing Transformational Leadership Style on the Quality of Nurses'	Taiwan	Cross-Sectional Design	To better understand how the transformational leadership style of nursing influences	651 Nurses	Nurse Leadership, Nurses' Mental Health Outcomes	Support from supervisors is greatly enhanced by transformational leadership.  One key mediator element that explains the link

		Working in Lives in Taiwan: A Cross-Sectional Quantitative Study			Taiwanese nurses' quality of life at work.			<p>between transformational leadership and workplace support is that of the supervisor. as well as contentment at work.</p> <p>The most important component associated with overall health and wellbeing was organizational commitment. rather than work satisfaction in Taiwanese nurses.</p>
Plasse, M. J. (2015)	2015	Impact of Authentic Leadership on Team Psychological Safety as Mediated by Relationship Quality.	United States of America	Cross-Sectional Design	To explore the congruence between nurse director's self-evaluation of authentic leadership style and staff nurses' evaluation of leadership style and identify if leadership style impact on psychological safety was mediated by peer- to peer	455 Nurses and 17 Nurse Directors	Authentic Leadership Model, Leadership Style, Psychological Safety	<p>Any technological project may not succeed at all, or may even fail, in the absence of a positive work environment. For this reason, the initiative must take into account and comprehend the underlying interpersonal interactions of the participating providers.</p> <p>Provider communication requires a change in the way new initiatives are produced; it is no longer just a technical exchange</p>



					relationship quality			that can be handled by putting in place a communication tool or creating a communication strategy on its own.
Jackson, E.	2016	A Quantitative Analysis and Theoretical Approach to Examine Nurse Education and Leadership as Important Factors of Performance and Staffing Outcomes among Nurses in U.S. Southern Region Healthcare Facilities	United States of America	Quantitative Descriptive Analysis and Theoretical Comparative Survey Research	To determine the following: the most important factors that influence performance and staffing healthcare; and the most important factors that influence staffing outcomes in healthcare.	231 Nurses	Leadership style, Education Program, Age, Ethnicity, Gender, Year of Nursing Experience, Performance and Staffing Outcomes	<p>Nurses ranked themselves below benchmark for transformational leadership</p> <p>Leaders are ranked below benchmark for extra effort, effectiveness, and satisfaction.</p> <p>Nurse leadership is responsible for adequate staffing at healthcare facilities.</p> <p>Nurse Leadership is accountable for developing their staff to a level where they are better prepared to achieve high performance outcomes.</p> <p>Nurse education and leadership were found to be the most important factors in performance and staffing outcomes.</p>



								To reduce the number of deaths caused by medication errors from nurses, a high standard with a minimum of a bachelor's degree in nursing education program is mandated.
Read, E. A. (2016).	2016	Nurses' Workplace Social Capital: Development and Validation of a Self-report Questionnaire	Canada	Cross-Sectional Design	To assess nurses' workplace social capital, a self-report questionnaire will be created and tested. Additionally, the nomological network of the idea will be examined, with genuine leadership and structural empowerment serving as social capital's predecessors and team effectiveness and patient care quality as its results.	247 Nurses	Social Capital within Organizations, Authentic Leadership, Structural Empowerment	Findings provide initial support for the new measure of nurses' workplace social capital.  By fostering empowering work environments that encourage goodwill and collaboration and generate value for nurses, patients, and organizations, authentic leaders are essential in building the social capital of nurses in the workplace.

Liukka, M., et al.	2017	How Transformational Leadership appears in action with adverse events? A Study for Finnish Nurse Manager	Finland	Qualitative Interview	The aim of the study was to ascertain if nurse managers' responses to unfavorable situations exhibit characteristics of transformational leadership.	11 Nurse Managers	Transformational Leadership, Adverse Events, Nurse Management	Four themes emerged: (1) Patient-centeredness as a principle for common action, (2) Courage to reform operational models to prevent future adverse events, (3) Nursing staff's encouragement of open and blame-free discussion, and (4) Challenge to recognize adverse events.
Boamah, S., et al.	2018	Effect of Transformational Leadership on Job Satisfaction and Patient Safety Outcomes	Canada	Cross-Sectional Design	To investigate the effects of nurse managers' transformational leadership behaviors on job satisfaction and patient safety outcomes.	378 Nurses	Transformational Leadership, Job Satisfaction, Patient Safety Outcomes	Workplace empowerment was significantly enhanced by transformational leadership, and this in turn raised nurses' job satisfaction and reduced the incidence of unfavorable patient outcomes.  Lower unfavorable occurrences were associated with higher work satisfaction.  The results bolster managers' adoption of transformational

								leadership behaviors as a practical tactic to foster work environments that enhance patient and nurse safety outcomes.
Asif, M., et al.	2019	Linking Transformational Leadership with Nurse-Assessed Adverse Patient Outcomes and the Quality of Care: Assessing the Role of Job Satisfaction and Structural Empowerment	Pakistan	Cross-Sectional Design	To examine the relationship between Transformational Leadership, Structural Empowerment, Job Satisfaction, Nurse-assessed adverse patient outcome, and Quality of Care	600 Nurses	Transformational Leadership (TL), Structural Empowerment (SE), Job Satisfaction (JS), Nurse-assessed adverse patient outcome (APO), and Quality of Care (QOC).	Positive relationship between TL, SE, JS, and QOC.  Negative relationship between TL and APO, SE and QOC, JS and APO.
Parnell, J.M.	2020	Social Structures Among Inpatient Nursing Units and Healthcare Outcomes: Exploring the Independent and Combined Effects of Nurse Managers' Leadership Practices and Social Network	United States of America	Exploratory, Non-Experimental, Cross-Sectional Design	Finding a correlation between the quantitative social network characteristics of the workers they oversee and the leadership style of nurse managers  To determine the association between social	1,054 Nurses and 22 Nurse Managers	Nurse Managers' Leadership Practices, Social Network	Leadership practices associated with the Leadership Practices Inventory domain of Encourage the Heart were significantly positively correlated with social network connectedness  There was no significant correlation between any of the three social network properties and six nurse-sensitive

		Properties of the Nursing Staff on Nurse-Sensitive Outcomes			network properties within inpatient nursing units and outcomes reflected in their National Database of Nursing Quality Indicators (NDNQI) data,  To use NDNQI data to investigate the link between social network features and leadership practice.			outcomes as reflected in the NDNQI data.  The combined relationship of leadership practice and social network properties with NDNQI data, results suggest only patient falls had statistically significant findings.
Ugwu, F., et al.	2020	Transformational leadership and management safety practices: Their role in the relationship between work pressure and compliance with safety work behavior in a health-care sector	Nigeria	Cross-Sectional Design	The study investigated both the direct and interactive roles of transformational leadership behavior and management safety practices on the relationship between nursing	208 Nurses	Transformational leadership, management safety practices	The study's findings imply that nurses' perceptions of job pressure may reduce their adherence to safe work practices.  The finding suggests that nurses are less likely to adhere to safe work practices the greater job pressure they sense.

					staff's perceived work pressure and compliance with safety work behavior in a Nigeria setting. The study attempts to provide answers to the following research question: How do transformational leadership behavior and management safety practices influence the relationship between perceived work pressure and compliance with safety work behavior?			<p>Nurses' compliance with safety work behaviors would be improved by transformational leadership behavior and management safety practices; nevertheless, they felt that managerial safety practices had less impact on their participation in safety work behaviors.</p> <p>It appears that nurses who follow safety regulations are more likely to exhibit transformational leadership behavior than those who follow institutional management safety norms, which ultimately lowers accident rates.</p>
Brockie, T., et al.	2021	Indigenous Social Exclusion to Inclusion: Case Studies on Indigenous Nursing Leadership in Four High	Australia, Canada, New Zealand, and USA	Case Studies	This discursive work aims to draw attention to the fact that, in order to attain health equality, institutions supporting	Four (4) Countries	Indigenous Population, Nursing Leadership, Social Inclusion	Five strategies were noted across the four countries: (1) Indigenous nationhood and reconciliation as levers for change, (2) Indigenous nursing leadership, (3) Indigenous workforce strategies, (4)

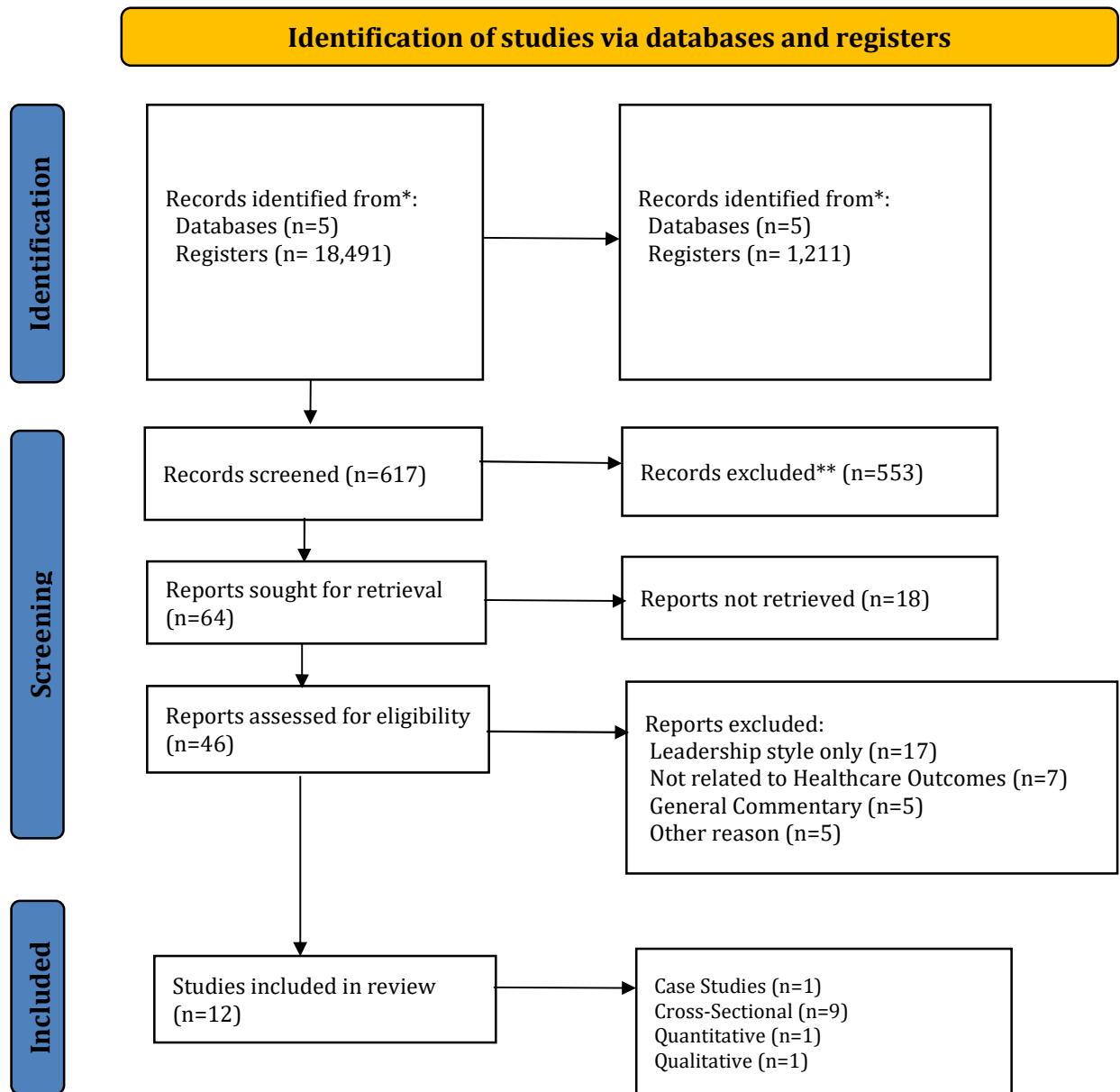
		Income Countries			Indigenous Peoples that are developed by Indigenous nurses and communities must be carefully chosen and transformed. (1) What is the impact of colonization on health outcomes for Indigenous populations? (2) What examples of nursing leadership are associated with improved Indigenous well-being? and (3) how is Indigenous nursing leadership fostered and supported?			Development of culturally safe practice and Indigenous models of care and (5) Indigenous nurse activism.
Alshammari, M.H.	2023	Impact of Gender and Staff Experience as Moderators on the	Saudi Arabia	Cross-Sectional Design	Identifying obstacles and approaches for efficient nursing leadership and	50 Nurses and 300 Patients	Nursing Leadership and Patient Outcomes	putting into practice nurse leadership and management techniques such as (1) cultural sensitivity and awareness,

		Relationship between Nursing Leadership and Patient Outcomes in a Saudi Arabian Health Setting			administration in Saudi Arabia			<p>(2) resource management and problem-solving abilities, (3) staff development, and (4) collaboration and partnership across health institutions.</p> <p>Prioritizing leadership and management development programs can help healthcare companies enhance patient outcomes.</p>
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**Table 2. Themes and Subthemes identified from the reviewed studies.**

Theme	Subtheme
Modeled Influence	Exemplary leadership, Role modeling, Mentorship
Intellectual Interventions	Patient-centered enrichment programs, Scaffolding
Individualized Development	Differentiated instruction, Social Cohesion
Motivating Encouragement	Positive reinforcement, Intrinsic Motivation





**Figure 1. PRISMA Flowchart**

**Motivating encouragement** to a unifying cadence, a resounding resolution which brings the various musical elements together in a satisfying conclusion that inspires a sense of unity and shared accomplishment. The review conducted by Ajanaku, et al. (2022) It has been seen in African healthcare organizations that this type of leadership enhances the work environment, which is essential for healthcare organizations to attain optimum healthcare delivery—that is, the efficient, safe, and effective provision of treatment. Moreover, employees' dedication to the company's objectives and the common aim of bettering health outcomes have improved. Furthermore, Wong et al. (2013) revealed the positive relationship of relational leadership to lower patient mortality, reduce medication errors, decrease the utilization of restraints and hospital-acquired infections.

**Modeled influence suggests guidance**, shaping, and inspiration through a central figure or model.

**Intellectual intervention** implies active engagement, critical thinking, and adapting to evolving ideas.

**Individualized development** highlights personal growth, unique contributions, and a sense of agency within a larger structure.

**Motivating encouragement** emphasizes shared goals, collaboration, and achieving a sense of accomplishment through collective effort. The four themes suggest diverse approaches to guiding development and fostering harmonious achievement for Nursing Leadership.

**Limitations:** This scoping review has limitations. Selected articles were limited to studies published in English and ranging from January 1, 2013 to November 30, 2023. Although the review explained the protocol that guided the authors regarding this review, some studies might have been missed. Moreover, considering the included studies, it may not capture fully or provide an accurate reflection of the nursing leadership and its effect on the healthcare outcomes of its healthcare institution.

**Conclusion:** Relational leadership methods, like symphonic conducting, foster a welcoming and inclusive workplace, lowering fatigue and increasing employee happiness. It also shows better patient outcomes and increased staff commitment to company objectives. These traits allow nurse managers to have a bigger effect on their staff and aids to provide the best possible care.

The symphony conductor comparison presents interesting directions for future nursing leadership study. Future research might examine the relationship between certain conducting approaches and specific leadership acts, as well as the usefulness of these tactics in various healthcare contexts and potential implementation issues.

**Ethical statement:** In conducting this review, no research ethics committee approval or patient consent was needed and therefore not obtained. No funding was obtained through this research by the authors or any conflict of interest identified.

#### **Paper context**

There are several threads that weave together the complex picture of healthcare outcomes. Effective nurse leadership, however, is at the center of everything. Strong leadership orchestrates a healthcare team to provide the best possible patient care, just like a competent conductor leads a symphony into an emotional crescendo. Effective leadership has a cascading effect that improves staff performance and patient outcomes. This leadership symphony, while subtle and dynamic, has the ability to transform healthcare outcomes. Nurse leaders have the power to revolutionize the healthcare industry and provide the best possible care and patient well-being by embracing the fundamental principles of cooperation, development, and shared purpose. The article also has certain drawbacks, such as fewer research conducted and data that cannot be used for generalization.

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