

# Hospital Nurse Retention And Nursing Leadership Practices In Saudi Arabia: A Literature Review

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## ABSTRACT

**Background:** Nurses' job satisfaction is influenced by leadership style, which reduces nurses' desire to quit work and enhances health outcomes for patients. The leadership styles of a healthcare institution must be specified to create an environment that encourages employee autonomy, motivation, job satisfaction, and progress. Patient outcomes, nurse retention, and job satisfaction has all been found to be major challenges to be influenced by nursing leadership styles. **Methods:** This study aimed to examine the link between nurse leadership and hospital staff retention in Saudi Arabia. A systematic search strategy was conducted to detect and retrieve the related literature. **Result:** There is a strong relationship between the practice of nursing leadership and the retention of nurses in hospitals, good practice ensures employees retention. **Conclusion and recommendation:** It is very important to provide the requirements that nursing needs by leaders and to take a good leadership style and ensure job satisfaction to reduce turnover and maintain staff retention in the workforce. In addition, workshops and training programs for leadership practice will enhance in development of a good working environment that has a good outcome for nursing staff and for patients as well.

**Keywords:** Relationship, Nursing leadership Practices. Hospital, Nurses retention and Saudi Arabia.

## INTRODUCTION

For hospitals, attracting and keeping nurses is becoming more challenging due to the worldwide nursing shortage. Once a nurse is hired, the leadership of the nursing department is accountable for ensuring their long-term success. A nurse's choice to remain in a present post, move, or leave the profession is heavily influenced by the leadership styles demonstrated by leaders. To be a leader, one must have the capacity to influence others in order to attain one's objectives. Effectiveness as a leader is judged by how well an organization or group succeeds at its objectives and goals, according to this definition. Transformational and transactional leadership styles and actions have been researched. C. Acree (2006). The majority of factors that have an effect on nurse retention are under the control or influence of nursing leadership. Nursing leadership has been linked to and proved to have an impact on hospital nurse retention in studies. The most successful approach has been shown to be a transformative one. The necessity for nurses to participate in shared governance as well as their own governance as a result of the issues presented by a multigenerational workforce is only going to increase in importance. Researchers, practitioners, academics and hospital administrators should form a consortium with human resource development and organizational development experts to assess the gaps between what hospitals and individual managers are doing in terms of workplace conditions, clinical practice environments, leadership development, and retention issues. In order to fill the identified gaps, the consortium may then priorities, plan, and execute the required education, development, coaching, and mentoring for managers and executives. The future of nursing

and health care might be altered by a new approach to leadership development. C. Acree (2006)

Leadership style has a considerable influence on nurses' job satisfaction, decreases nurses' desire to quit work, and improves patient health outcomes... (Higgins, 2015; Laschinger & Fida, 2015). It is imperative that a healthcare facility's leadership styles be defined in order to create an atmosphere that fosters employee autonomy, motivation, work satisfaction, and advancement. A leader's job is to create an atmosphere where everyone has an equal chance of success and happiness on the job. (Marquis and Huston, 2017. For the second year in a row, institutional data shows that retention and job satisfaction rates have decreased by 20 percent and by 25 percent respectively. Negative nurse behaviors and patient outcomes were attributed to the institution's yearly survey findings on leadership style perceptions (R. Nwaorgu 2021). Nursing retention, job satisfaction and patient health outcomes are all major challenges in the healthcare system. Organizational data shows that the facility's nursing staff turnover and work satisfaction are both on the decline. As a consequence of the present nursing shortage, the facility is forced to keep on employing new staff members at a high expense. Nursing leadership styles have been shown to have an impact on patient outcomes, retention, and work satisfaction (Negussie & Demissie, 2016). In order to enhance patient outcomes, healthcare administrators have the ability to create a positive work environment for nurses. (Higgins, 2015; Laschinger & Fida, 2015).

## Literature Review

### Leadership Practice:

When it comes to assessing the link between nurses' desire to remain in their present positions and managers' leadership techniques, Cowden, T. et al. (2011) performed an extensive literature study. While the scarcity of nurses necessitates that managers pay attention to the retention of staff nurses. Understanding the link between leadership behaviors and nurses' desire to remain in the field is critical to keeping them. According to an analysis of 23 studies, nurses' intentions to stay in their present positions are influenced by relational leadership approaches. Staff nurses' intentions to stay in their existing roles were shown to be linked to transformational leadership and supportive work environments. The retention of nurses will be improved if relational leadership theory is included into management procedures. Knowledge about intent to remain may be gained by advancing present conceptual models. A sound theoretical basis for future intent to remain studies necessitates defining intent to stay and intent to depart. Resulting from Nurture a sense of community within their nursing team by emphasizing relational leadership techniques and providing a pleasant work environment. Findings show that leadership approaches have an impact on staff nurse retention and knowledge retention.

Nursing staff stability is a major concern around the world, which is why a large cross-sectional study including 1386 nurses was done in the United States. The association between nursing retention and a measure of nursing leadership and staff empowerment was investigated. Nursing retention is linked to modifiable leadership and staff empowerment strategies, according to the findings. (Berridge, Lima, Schwartz, Bishop & Miller, 2020)

In a recent study in Saudi Arabia in 2018, researchers examined the relationships between nurse managers' leadership styles and nurses' organizational commitment. The most common leadership style was transformational leadership. Transformational leadership was the strongest contributor to organizational commitment after controlling for the influence of

manager/staff status, nationality, and hospitals. Nurse leaders and nursing staff had higher perceptions of both transformational and transactional leadership styles as they were older. (Alsubaie & Isouard, 2019).

In a recent study in Saudi Arabia in 2018, researchers examined the relationships between nurse managers' leadership styles and nurses' organizational commitment. The most common leadership style was transformational leadership. Transformational leadership was the strongest contributor to organizational commitment after controlling for the influence of manager/staff status, nationality, and hospitals. Nurse leaders and nursing staff had higher perceptions of both transformational and transactional leadership styles as they were older. (Al-Yami, Galdas & Watson, 2018). Furthermore, Nurse Supervisors and staff nurses in Saudi Arabia awarded transformational variables a higher grade than transactional ones, according to Omer (2005).

### **Shortages in Nursing Profession in Saudi Arabia**

The World Health Organization (2013) estimates that by 2035, there will be a shortfall of 12.9 million qualified health workers, including doctors, nurses, and midwives. Future nursing workforces in the United Kingdom, United States, Australia and Portugal are at risk of substantial shortfalls due to an ageing workforce and a lack of workforce planning strategies (World Health Organization 2020). (Buchan et al. 2015). There is a growing need for nurses, but there is also a lack of resources and a declining job satisfaction among them (World Health Organization 2020).

According to (Alsadaan, Jones, Kimpton & DaCosta, 2021) the nursing shortage is a significant and multidimensional problem in the health-care system, and it has reached a critical point. Nursing shortages are caused by a variety of variables that differ by country. Correspondingly, Saudi Arabia's population is predicted to reach 37 million in 2025. With the dramatic increase in the population of Saudi Arabia and the rising prevalence of non-communicable diseases including obesity and diabetic mellitus, nurse recruitment, retention, continues education, and performance have become generally acknowledged as significant concerns in influencing healthcare system. (Shamsi & Peyravi, 2020). Saudi Arabia's health-care system is undergoing a shift as a result of population and economic expansion. The Saudi Arabian 2030 Vision has had an impact on these changes. (2018, AL-Dossary). Furthermore, to address nursing demands, Saudi Arabia has relied on non-Saudi nurses. Saudi Arabia is experiencing a significant shortage of professional nurses. The annual growth rate of graduate nurses in Saudi Arabia is insufficient to fulfill rising healthcare requirements. Young females do not see nursing as a socially acceptable professional choice. The majority of Saudi households do not regard nursing as a respected career. As a result, the students experiencing high stress levels were exacerbated by the prevalent unfavorable impressions of nursing and their perception of its poor status. (Keshk, L. I., M. et al 2016). Moreover, (Aboshaiqah, 2016) have proposed various methods to address Saudi Arabia's nursing shortage. suggested that are meant to improve the public perception toward nursing by using media platform and education, as well as improvements in the work environment by attempting to address working processes which including teamwork, insure adequate staffing levels, and acknowledging some cultural aspects that may contribute to making nursing workplace more compatible with being a Saudi national. Finally, insufficient strategies on recruiting and retention of health care employees are to blame for shortages, whereas the nurse shortage is a major problem. (EL-Jardali, F. et al 2009)

### **Nurses and Job Satisfaction**

Maintaining and hiring highly skilled workers in the healthcare business is critical to job happiness (Mosadegh Rad & Yarmohammadian, 2016). Nurses' satisfaction is a critical factor in addressing the difficulties of quality outcomes and patient satisfaction as well as retaining hospital employees. In order for health care institutions to fulfil their objectives, leadership is essential (Marquis & Huston, 2017). Furthermore, the nurse's choice to resign or stay in their position is heavily influenced by leadership styles (Negussie & Demissie, 2016). Organizational leadership and the atmosphere in which nurses perform their duties have an impact on patient care, as well (Lin et al., 2015). When leadership abilities are used in a bad way, they may cause discontent at work and a lack of quality healthcare, which can eventually lead to the demise of a health institution (Heslop & Lu, 2015; Wong, 2015). Poor retention seems to be closely linked to employee discontent at work (Health Education England 2014; Ward 2011). the exhaustion many nurses feel as a result of their work, which may prompt them to contemplate quitting their jobs (Unison 2017b). The repercussions of low job satisfaction and turnover, such as increasing workload, pressure, and working with temporary or insufficient numbers of nurses, result in a negative cycle (Jones & Gates 2007).

There are several ways that nurse leaders may boost patient satisfaction and nurses' retention if they understand what makes their nurses happy. Health care companies that promote participation in management and decision-making have happier staff nurses, according to a study by Campbell et al. (2004). A survey of 278 Australian nurses was conducted by Dunn and colleagues (2005) to assess nurses' attitudes about working in acute care settings. Some of the elements that contributed to job satisfaction were leadership and delivering excellent treatment, as well as connections with coworkers.

Al-Ahmadi (2002) conducted a survey of 360 Saudi nurses to determine their level of work satisfaction. The overall level of satisfaction with one's work was judged to be modest. Recognition, technical elements of supervision, work conditions, usage of talents, remuneration, and career development were the most significant factors in determining job satisfaction. Additionally, Zaghoul et al. (2008) found that Saudi nurses (n = 499) were unsatisfied with the impartiality of the performance rating system; bonuses; paid time off; and the expression of recognitions for accomplishments, among other things. The research by Zaghoul et al. (2008) found that 17% of the participants wanted to leave, whereas more than half of the participants were unsure whether they would or would not depart.

When AbuAlRub, et al. (2012) conducted an investigation into the impact of nurse managers' leadership styles on Saudi nurses' job satisfaction and their desire to stay at work, they used a descriptive correlational design, The Multifactor Leadership Questionnaire (MLQ-5X), Job Satisfaction Survey (JSS), the McCain's Intent to Stay Scale, and demographic data to collect the data from a convenient sample of 308 Saudi nurses. A majority of Saudi nurses are pleased with their professions, according to the findings. According to the survey results, nurses who were more content with their occupations were also more satisfied with their bosses who used transformational leadership techniques. 32% of the difference in work satisfaction was accounted for by either a transformational or a transactional leadership style. According to the findings of the research, transformational leadership should be given more emphasis, indicating the need for further training and development of successful leadership behaviours. Nursing management implications Transformational leadership is essential for nurse administrators in Saudi Arabia to improve their staff's level of work satisfaction (AbuAlRub, &Alghamdi, 2012).

It is anticipated that in 2020 Albougami, et al. would conduct a survey of 318 Saudi Arabian nurses employed by two public hospitals in order to assess "job satisfaction, stress, quality of

life, and the desire of participating nurses to quit their existing positions." Quality of life characteristics, such as a person's mental and physical health, were shown to be predictive of nurses' desire to quit their present jobs. Researchers found a correlation between a person's ethnicity and their desire to leave a hospital, as well as a person's employment position and their monthly wage. While Soqair, N. (2021) found that management style had the largest impact on the turnover of nurses in Alhassaarea's government hospitals, this was not the case in the Alhassa region as a whole.

### **Effect of Turnover in Nursing Job:**

As a result of the worldwide nurse shortage and the deterioration in quality of treatment, patient safety, and patient outcomes, turnover in health care is a critical issue. Turnover also has a negative influence on care teams, resulting in lower morale and cohesiveness. Affective commitment is positively linked to turnover intention in health care, according to Perreira T. et al (2018), who conducted a research to better understand the links between organizational justice, affective commitment, and turnover intention in health care. Another study indicated that turnover intention was directly and adversely linked to inter-personal fairness. Relationship between interpersonal justice and turnover intention is also mediated by emotional attachment to one's organization. To reduce some of the pressures associated with turnover, such as frequent on-boarding and orientation of new employees and dealing with less experienced personnel, a reduction in turnover may assist to alleviate some of these burdens on clinical staff. (Perreira, T. et al 2018) (Perreira, T. et al 2018)

Descriptive research conducted by Labrague, et al 2018 in the Philippines was designed to investigate how nurses' characteristics, job satisfaction and work strain affect their intention to leave an institution among 166 licensed nurses between September 2015 and December 2015. The three standardized instruments used in the study were the Job Satisfaction Index (JSI), Job Stress Scale (JSS), and Turnover Intention Inventory Scale (TIIS). There is a strong correlation between a nurse's age, their job happiness, and stress levels at work, according to them. (Labrague, L. and others) (2018). In addition, a poor work environment is a significant contributor to the high rate of nursing turnover. "This was indicated in a descriptive research by MOHAMMED, A. (2020) that was conducted by interviewing nursing personnel working in the Hemodialysis Unit of the Cairo Governmental University Hospital. "The Practice Environment Scale Nursing Work Index (PES NWI) questionnaire as well as a turnover rate sheet" were used to gather information. He found that there was no significant correlation between nurses' perceptions of their work environment and educational level, but there was an impressive positive correlation between nurses' perceptions of their work environment and years of experience, and there was a significantly elevated turnover rate over time.

### **Significance of this research:**

As one of the most critical components of healthcare facilities, nursing staff plays a crucial role in helping us better understand the barriers we face as a field as we strive to improve our health. When it comes to affecting nursing personnel, leadership is a critical factor to consider. However, despite the fact that several research has examined the influence of nursing leaders on work satisfaction and intent to quit, no equivalent studies have been conducted in this area for the previous 10 years. In light of the Kingdom's development and expansion at this time, it was vital to investigate and understand the particular variables that lead to nurses leaving the hospital. This will assist to identify new solutions and tactics to tackle nursing low retention in hospitals.

**Aim of the study**

The purpose of this study was to examine the link between nurse leadership and hospital nursing staff retention in Saudi Arabia.

**Method:**

A systematic search strategy was conducted to detect and retrieve the related literature. First, the components of review aims were identified: specifically, The relationship between nursing leadership practices and Hospital nursing retention in Saudi Arabia. Relevant medical subject heading terms (MeSH) included: ‘relationship, ‘nursing leadership”, “practices”. “Hospital”, “nurse’s retention ”and “Saudi Arabia” More Synonymous key words had been used. These databases were searched for articles published in English in 4 data bases[Medline – Pubmed – Google scholar – Elsevier] Components were combined using the Boolean operators (AND, OR, NOT) such as [relationship AND nursing leadership practices AND hospital OR healthcare settings AND nursing retention AND Saudi Arabia] and in peer-reviewed journals between 2010 and 2021; a 11-year date range was chosen without language restrictions, and filtered in all data basis for the last 10 years in 80% from the included articles to ensure there was sufficient up to date, accurate and depth in the retrieved literature. Papers in a language other than English were excluded as resources for translation was lacking. Papers other than primary studies were excluded: systematic reviews and meta-analyses, papers not available as full text, discussion, conference abstract papers and dissertations, although reference lists were searched. Papers focused on healthcare professional groups other than nurses were excluded. In total the search strategies identified 350 citations of potential relevance. Initial screening of the study titles and abstracts revealed that 70% of these retrieved studies did not meet the review inclusion criteria, with 105 papers retained for further observation. The full texts of these articles were then reviewed for relevance, with 50 articles subsequently assessed for quality. The full text of these articles were (37) articles when then reviewed for relevance after selecting the more titles resemble the original needed title, 3 from them were published before 2010.

**Conclusion:**

There is a strong relationship between the practice of nursing leadership and the retention of nurses in hospitals, good practice ensures the employees retention, so it is very important to provide the requirements that nursing needs by leaders and to take a good leadership style and ensure job satisfaction to reduce turnover and maintain staff retention in the work force. In addition, workshops and training programs for leadership practice will enhance in developing good working environment which have a good outcome for nursing staff and fir patients as well.

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