

LEADERSHIP TRAITS OF NURSE MANAGERS AND NURSE STAFF COMMITMENT IN THE PHILIPPINES HOSPITALS

Sifat Kepemimpinan Manajer Perawat dan Komitmen Perawat Staf di Rumah Sakit Filipina

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Abstract

Background: Effective nurse leadership significantly influences healthcare service quality. Nurse managers' leadership impacts staff nurse commitment, patient outcomes, and organizational success.

Aims: To examine nurse manager leadership traits and their relationship with staff nurse commitment in a government hospital.

Methods: Descriptive-inferential correlation research with stratified and randomized nurse managers ($n = 21$) and staff nurses ($n = 117$) as participants from five selected hospitals at Lanao del Norte. Adopted questionnaires on leadership traits and commitment were used and data were analyzed using frequency, percentage, mean, and standard deviation in SPSS v.25.

Results: The result shows that nurse manager leadership qualities are usually valid for a leader who encourages others to do what is right, gives subordinates continuing education, and is an ethical and self-confident leader. Their staff nurses believed positive components of the leadership traits of nurse managers were sometimes true. Staff nurses were generally still deciding whether they were committed to their work effectively, continuously, or normatively. Nurse managers' leadership traits are significantly related to the staff nurses' affective, continuance, and normative commitment.

Conclusion: Fostering positive leadership through education and supportive environments enhances staff nurse commitment and job satisfaction, reducing nurse turnover and improving nursing care quality.

Keywords: commitment, leadership traits, leadership qualities, nurse manager, nurse staff

Abstrak

Latar Belakang: Kepemimpinan perawat yang efektif secara signifikan mempengaruhi kualitas layanan kesehatan. Kepemimpinan manajer perawat berdampak pada komitmen perawat staf, hasil perawatan pasien, dan kesuksesan organisasi.

Tujuan: Memeriksa sifat kepemimpinan manajer perawat dan hubungannya dengan komitmen perawat staf di rumah sakit pemerintah.

Metode: Penelitian ini menggunakan metode penelitian korelasi deskriptif-inferensial dengan manajer perawat yang dipilih secara stratifikasi dan acak ($n = 21$), serta perawat staf ($n = 117$) sebagai partisipan dari lima rumah sakit terpilih di Lanao del Norte. Kuesioner yang diadopsi tentang sifat kepemimpinan dan komitmen digunakan, dan data dianalisis menggunakan frekuensi, persentase, rata-rata, dan standar deviasi di SPSS v.25.

Hasil: Hasil penelitian menunjukkan bahwa sifat kepemimpinan manajer perawat biasanya valid untuk seorang pemimpin yang mendorong orang lain untuk melakukan yang benar, memberikan pendidikan berkelanjutan kepada bawahan, dan merupakan seorang pemimpin yang etis dan percaya diri. Perawat staf percaya bahwa komponen positif dari sifat kepemimpinan manajer perawat kadang-kadang benar. Para perawat staf umumnya masih memutuskan apakah mereka berkomitmen untuk bekerja secara efektif, berkelanjutan, atau normatif. Sifat kepemimpinan manajer perawat berhubungan secara signifikan dengan komitmen afektif, berlanjut, dan normatif perawat staf.

Kesimpulan: Membangun kepemimpinan positif melalui pendidikan dan lingkungan yang mendukung meningkatkan komitmen dan kepuasan kerja perawat staf, mengurangi pergantian perawat, dan meningkatkan kualitas perawatan keperawatan.

Kata kunci: komitmen, kualitas kepemimpinan, manajer perawat, sifat-sifat kepemimpinan, staf perawatan



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Introduction

The significance of adept leadership in the healthcare realm cannot be overstated, as it fundamentally shapes the trajectory of patient care and the overall functioning of healthcare institutions (Ofei *et al.*, 2022; Özkan, Çamlica and Kartal, 2022; Cai *et al.*, 2023). Within this context, nurse managers assume a pivotal role, functioning as supervisors, mentors, and administrators, and hold the responsibility of steering nursing staff toward exemplary performance and professional excellence. Their competence in fostering a positive work environment and instilling commitment among staff nurses significantly impacts employee morale, engagement, and retention (Nurmeksela *et al.*, 2021).

Labrague *et al.* (2021) found that organizational commitment and turnover intention among rural nurses in the Philippines are interconnected, indicating the significance of organizational commitment in retaining nursing staff. The leadership styles of nurse managers have been identified as influential factors in staff nurses' commitment. A study then found that nurse managers' transactional and laissez-faire leadership styles were not related to affective commitment among staff nurses in Japan, suggesting the importance of leadership styles in influencing staff nurses' commitment (Specchia *et al.*, 2021). Similarly, it has been highlighted that the leadership practices of nurse managers directly affect the organizational commitment and job satisfaction of staff nurses (Aragasi and Pangandaman, 2021; Sahan and Terzioglu, 2022). These findings indicate that the leadership characteristics of nurse managers play a crucial role in shaping the commitment of staff nurses.

Furthermore, the work climate and perceived autonomy of nurses have also been identified as influential factors in organizational commitment. A study found that the degree of nurses' perceived autonomy had an impact on their organizational commitment, emphasizing the significance of the work climate in shaping nurses' commitment (Dinc *et al.*,

2022). Additionally, it has been highlighted that nurse leaders who are committed to professional development and collaboration with colleagues show a strong commitment to their profession, which can influence the commitment of staff members (Hua *et al.*, 2022).

While the available literature has extensively examined the theories and techniques of leadership in various organizational settings, empirical research concentrating on the leadership qualities of nurse managers and their impact on staff nurse commitment is still lacking, particularly in the context of the Philippine healthcare system (Heng *et al.*, 2021; Hamlin *et al.*, 2023). The quality of healthcare services can be affected when nurse managers in the clinical context strive to influence the dedication and retention of staff nurses (Cox, 2019). According to a study by Shehab *et al.*, nurses not committed to their work will likely look for greener pastures abroad, a phenomenon common in the Philippines. Nurse managers are no longer just responsible for administrative tasks but also act as inspirational leaders who motivate and guide their teams (Shehab, Eid and Kamel, 2022). Nurses who feel supported, valued, and empowered by their managers are likelier to demonstrate a higher commitment to their roles and the organization's objectives (Beiranvand *et al.*, 2021; Yesilbas and Kantek, 2022). Identifying the traits and qualities of nurse managers can shed light on the leadership approaches prevalent in the healthcare sector, particularly in government hospitals, which can help present opportunities for improvements and optimization (Sethi, Chaturvedi and Kataria, 2023; Quintero *et al.*, 2023). Therefore, this study addresses this research gap by meticulously examining nurse managers' leadership traits and qualities in government hospitals in Southern Mindanao, Philippines.

This research holds significant value for the healthcare sector by offering insights into effective nurse management's impact on excellence and patient outcomes. It contributes to nursing leadership knowledge by identifying key attributes that enhance staff nurses' commitment. With a

focus on Southern Mindanao, it becomes a valuable resource for future research and best practices in nurse management. The study explores nurse managers' traits in government hospitals and their correlation with staff nurses' commitment levels. As such, its significance lies in advancing theoretical understanding and practical applications for healthcare organizations, improving leadership practices, nurturing committed nursing teams, and ultimately enhancing patient care. The findings extend to broader discussions on healthcare management, leadership, and organizational behavior, not only within the Philippines but also internationally.

Method

In undertaking this study, a descriptive-correlational approach has been adopted to describe the leadership qualities and traits of nurse managers and their association with the commitment of their staff nurses. As the literature describes, the descriptive approach describes the characteristics or natural occurrences of a situation or phenomenon (Dawadi, Shrestha and Giri, 2021). Then, correlation means finding a significant relationship between variables (Tatliyer *et al.*, 2019), which are nurse managers' leadership qualities and traits and the commitment of staff nurses.

The study was conducted in the province of Lanao del Norte in southern Mindanao, Philippines, an area characterized by a diverse healthcare landscape, encompassing numerous government hospitals, each confronting distinct challenges and opportunities related to nursing management and staff commitment. The selected government hospitals were Kauswagan, Kolambugan, Lanao del Norte, Kapatagan, and Sultan Naga Dimaporo.

Nurse managers and staff were stratified and randomly selected after the computation of samples from the total population through the Raosoft online sample size calculator (Raosoft, 2020).

The selection of the respondents was based on specific criteria. The staff nurses (n=117) were selected based on characteristics that they (1) must be a

registered nurse; (2) have been working in the said hospital for at least six months; (3) working under the direct supervision of a supervisor, regardless of appointment status; and (4) and willing to participate in the study. As for nurse managers, the criteria are: (1) must be a registered nurse; (2) have been working in the said hospital for at least six months; (3) have been a nurse manager for at least six months; (4) be a current nurse manager in any specific area of the hospital; and (5) be willing to participate in the research study.

Modified checklist-type questionnaires were used for both staff and nurse managers. The first section or part of the survey was provided to staff nurses and nurse managers, and it sought information about their gender, marital status, age, education, monthly income, length of service, and employment.

Moreover, Part II asked about the leadership traits and qualities of the nurse managers and was adopted from an existing study. The leadership traits questionnaire was adopted from the study by Ocho *et al.* which had twenty-eight item questions with the corresponding definitions measured through a six-point Likert scale based on staff nurses' perceptions (Ocho *et al.*, 2021).

Furthermore, Part III of the questionnaire dealt with the work commitment of staff nurses in triad dimensions such as affective (high ACS scores to the organization because they want to), continuance (because they have to) and normative commitment (e.g., strong normative commitment because they feel they ought to). Each dimension has eight question items that are measured using a seven-point Likert scale, with 1 being strongly disagree and 7 being strongly agree (Bongalonta, 2022).

The data gathering was initiated by obtaining a valid and reliable questionnaire and seeking permission from the chief of hospitals at five government hospitals in Lanao del Norte. Subsequently, letters of permission were sent to nurse managers and selected staff nurses, explaining the study's purpose and obtaining informed consent. Respondents were assured of the right to withdraw without facing any

consequences. Following the collection of completed questionnaires, the researchers confirmed adherence to guidelines, checked for accuracy and completeness, and then went on to tabulate and analyze the data in order to make meaningful interpretations, draw conclusions, and recommendations.

The data analysis process involved in this study was systematic and rigorous. After collecting the completed questionnaires from nurse managers and selected staff nurses, the researcher ensured that all responses adhered to the provided instructions and verified the

accuracy and completeness of the data. The tabulated data were then analyzed thoroughly to derive meaningful insights and interpretations. Statistical methods such as frequency, simple percentage, mean, standard deviation, and Pearson *r* were applied to identify patterns, trends, and correlations within the data.

For ethical considerations, researchers prioritized the principles of respect, beneficence, and justice to ensure the protection and well-being of all participants involved (Ethical clearance: MSU-REC: 0511-2022).

Table 1. Demographic Profile

Demographic Profile		Staff Nurse		Nurse Manager	
		freq.	%	freq.	%
Age	20 – 25 years old	7	5.98	2	10.0
	26 – 30 years old	59	50.43	2	10.0
	31 – 35 years old	35	29.91	2	10.0
	36 – 40 years old	8	6.84	4	20.0
	41 – 45 years old	3	2.56	9	45.0
	46 – 50 years old	5	4.27	1	5.0
Sex	Male	15	12.8	3	15.0
	Female	102	87.2	17	85.0
Civil Status	Single	56	47.9	0	0.0
	Married	59	50.4	19	95.0
	Widowed	1	.9	1	5.0
	Separated	1	.9	0	0.0
Highest Educational Attainment	Bachelor's Degree (BSN)	83	70.9	10	50.0
	On-going Master's Degree	13	11.1	1	5.0
	Master's Degree Holder	21	17.9	8	40.0
	On-going Doctorate Degree	0	0.0	1	5.0
	Doctorate Degree Holder	0	0.0	0	0.0
Monthly Family Income	Less than 10,000php	1	.9	0	0.0
	10,001-20,000php	100	85.5	0	0.0
	20,001-30,000php	14	12.0	8	40.0
	30,001 php and above	2	1.7	12	60.0
Length of Service	Less than 1 year	12	10.26	0	0.0
	1 to 3 years	42	35.90	0	0.0
	3 to 5 years	24	20.51	2	10.0
	5 to 10 years	27	23.08	4	20.0
	10 to 20 years	10	8.55	5	25.0
	More than 20 years	2	1.71	9	45.0
Employment Status	Job Order	104	88.9	0	0.0
	Contractual	10	8.5	2	10.0
	Regular	3	2.6	18	90.0

Table 2. Managers Leadership Traits

Leadership Traits	Mean	SD	Descriptive Interpretation	Leadership Traits	Mean	SD	Descriptive Interpretation
Honest	4.56	1.19	Usually True	Motive Arouser	4.32	1.46	Sometimes True
Fraternal	4.53	1.36	Usually True	Consideration	4.31	1.31	Sometimes True
Just	4.49	1.25	Usually True	Orderly	4.28	1.33	Sometimes True
Communi- cative	4.43	1.34	Usually True	Morale Booster	4.28	1.33	Sometimes True
Trust	4.42	1.23	Usually True	Confidence builder	4.27	1.35	Sometimes True
Sincere	4.39	1.22	Usually True	Visionary	4.25	1.42	Sometimes True
Responsi- bility	4.38	1.48	Usually True	Generous	4.25	1.39	Sometimes True
Group Orientation	4.38	1.40	Usually True	Inspirational	4.19	1.42	Sometimes True
Encouraging	4.38	1.33	Usually True	Diplomatic	4.13	1.40	Sometimes True
Compas- sionate	4.37	1.41	Usually True	Courage	4.13	1.29	Sometimes True
Modest	4.35	1.37	Usually True	Humorous	4.05	1.47	Sometimes True
Team Building	4.34	1.37	Usually True	Bossy	3.69	1.62	Sometimes True
Appreciation	4.34	1.34	Usually True	Participative	3.20	1.67	Sometimes but Infrequently True
Liability	4.33	1.35	Usually True	Distant	3.03	1.70	Sometimes but Infrequently True
Integrating	4.33	1.27	Usually True	-	-	-	-

Before initiating data collection, explicit permission was sought from the chief of hospitals at five government hospitals in Lanao del Norte, and, subsequently, individual informed consent was obtained from the nurse manager and selected staff nurses. The study's purpose was well-explained, assuring participants of withdrawal rights without consequences. Confidentiality, anonymity, secure data storage, and ethical conduct underscored the researcher's commitment to responsible research.

Result and Discussion

The demographic profile in Table 1 presents 117 staff nurses and 20 nurse managers. The age distribution among staff nurses were 26 to 30 years old (50.43%), while nurse managers were evenly distributed across different age groups and both dominated by female nurses. There were more married nurse managers (95.0%) than staff nurses (50.4%).

Aspirant qualified managers emerged among staff nurses indicated by the number of holding a masters' degree (17%). As expected, staff nurses' income is meagre compared to the nurse managers.

Based on length of service, most of the staff nurses are advance beginners who have mostly been working for almost five years (56%) being guided by nurse managers who have been working for more than 20 years (45%) and have work security as a regular employee.

The data indicate that (Table 2) nurse managers tend to exhibit certain leadership traits more frequently than others. Traits such as "Honest," "Fraternal," "Just," "Communicative," "Trust," and "Sincere", suggesting positive leadership qualities, seem to be commonly observed in nurse managers participating in the study.

The data suggest that nurse managers generally possess positive leadership traits, with honesty, compassion, and group orientation being some of their most notable attributes. However, there is variability in the occurrence of traits related to humor, bossiness, and participative or distant behavior.

The data presented in Table 3 provide insight into the commitment levels of staff nurses across three dimensions such as affective, continuance, and normative commitment. The mean scores for Affective Commitment (4.00), Continuance Commitment (4.28), and Normative Commitment (3.72) suggest a moderate level of commitment overall. The standard deviations (SD) for each dimension (ranging from 1.580 to 1.604) indicate some variability in the nurses' commitment scores.

The descriptive interpretation of "Undecided" for all three dimensions implies that the nurses' commitment levels are not strongly leaning toward either high or low commitment, but rather in a state of ambivalence.

Result of the correlation shows that leadership traits of nurse managers have a significant relationship with affective, continuance, and normative commitment of staff nurses at work (sig. = 0.000, 0.007 and 0.002. respectively < 0.05 α level). The degree of correlation or significant relationship leadership traits of nurse managers were found to have a positively low correlation for affective commitment (0.339) and positively linear correlation for both continuance (0.250) and normative commitment (2.79). The positive correlation means parallel relationship between variables, as such, increase (or decrease) in the value of leadership traits of nurse managers, the affective commitment may slowly increase (or decrease) and linearly increase (or decrease) continuance and normative commitment of staff nurses at work.

The study examined the association between staff nurses' levels of commitment to the healthcare organization and the leadership traits of nurse managers. The demographic profile of the respondents (staff nurses and nurse managers) showed exciting trends, as, based on their age, it suggests that the age representation of nurses employed in a hospital varies as there are newly licensed or novice, young-to-mid adult or experienced, and seasoned or expert nurses who have almost reached the age of retirement. Based on statistics, the age of nurses at Lanao del Norte compared to the average 40-year-old age of nurses in the country is slightly younger, which has been attributed to the turnover rate of nurses or could be a factor of commitment at work (Malki, Hamouda and Felemban, 2020; Sapar and Oducado, 2021).

Table 3. Commitment of Staff Nurses

Dimensions of Commitment of Staff Nurses'	Mean	SD	Descriptive Interpretation
Affective Commitment	4.00	1.580	Undecided
Continuance Commitment	4.28	1.595	Undecided
Normative Commitment	3.72	1.604	Undecided

Hospitals in the Philippines retain few seasoned nurses, about 40 years old and above average, due to greener pastures in Western countries that provide higher salaries and benefits. On average, Filipino nurses spent about 1 to 10 years working experience in a government or private hospital before migration, which is part of the requirements for nurses seeking employment abroad (Falguera *et al.*, 2021; Pangandaman, 2023). It implies that about 60% of nurses employed in a hospital tend to work outside the country if they do not have strong commitment and dedication at the workplace, resulting in a shortage of seasoned and young and mid-adult nurses (Al-Haroon and Al-Qahtani, 2020; Labrague, Ballard and Fronda, 2021). The trend in the cycle of nursing based on the evidence suggests a larger influx of young nurses annually since the country produces hundreds of thousands of nurses, but study shows that young nurses have a higher tendency to leave organizations compared to older ones (Chao and Lu, 2020; Labrague, Ballard and Fronda, 2021).

The nurse managers have been promoted to the position, possibly based on their performance at work, dedication, commitment, and educational attainment. As such, nurse managers must be encouraged to engage and pursue continuing education to open more opportunities and improve the quality of care they translate with the staff nurses (Pangandaman, 2019; Darling-Hammond *et al.*, 2020; Mlambo, Silén and McGrath, 2021). Moreso, nurse managers possessed important leadership traits based on the appraisal of their staff nurses. They trust their nurse managers because they are just, sincere, honest, responsible, communicative, and group-oriented, which are positive traits needed for effective management and administration (Mabona, *et al.*, 2022; Aseery, Mahran and Felemban, 2023). Study has found that nurse managers' personality traits influence the job satisfaction of nurses. Leadership traits noted by nurse managers are responsibility, modesty, compassion, inspiration, a sense of integrity, and admitting liability for work consequences. Accordingly, nurses possess good

leadership traits and qualities when allowed to observe, model, and practice leadership behaviors (Mejia *et al.*, 2020; Malawat, Hariyati and Sari, 2021).

On the other hand, they are sometimes presumed as bossy and humorous yet diplomatic and confidence-building. This means that sometimes, the natural behavior of managers adds zest to the circle of his/her staff nurses as a curved line of professionalism instead of a linear one, as explained in that professionalism is not at all absolute and overarching. It accords with the claim in other studies that nurse managers must be flexible to become team builders, morale boosters, participative and considerate (Hajizadeh *et al.*, 2022). Likewise, the eight qualities of a great nurse, such as caring, communicative, empathic, attentive, problem-solver, respectful, self-aware and desire to keep learning, partly reflect the qualities of nurse managers in this study (Kodama and Fukahori, 2017). Leadership traits of nurse managers at the hospital of Lanao del Norte that dictate a combination of factors that shaped the patterns and characteristics of their behavior and leadership are indispensable in promoting a quality and safe nursing service that reflects the competence, satisfaction, and or comfort of their staff nurses. It also means that staff nurses are being treated professionally by their nurse managers as they admitted that they had experienced and observed positive personality traits; this then tickles the sense of commitment of nurses at work (Mejia *et al.*, 2020; Labrague, Ballard and Fronda, 2021).

Moreover, findings in the affective commitment of staff nurses imply that they have a sense of emotional attachment or feeling toward their working environment as they enjoy sharing some extent of their personal life. They consider working in the hospital their second abode, and family is formed with the people around them, a sense of belongingness that they looked to work for and stay with. Based on studies, affective commitment is a positive work attitude that can become a resource for nurses due to its strong relationship with well-being, strengthened by work experiences that contribute to nurses'

sense of comfort in the workgroup (Galletta *et al.*, 2019; Davidescu *et al.*, 2020)

In accordance with this study, when work-family or personal matters are out of balance, nurses' sense of collective belonging to the workgroup protects them from emotional tiredness by strengthening their resistance to stressors (Aragasi and Pangandaman, 2021; Labrague, Ballard and Fronda, 2021).

Furthermore, the associated significant findings between the length of service and continuance commitment reflect that those staff nurses who have been working in the hospital for more than ten years, have high continuance commitment at work (Naghneh *et al.*, 2017). However, several factors influence continuance commitment: clinical or hospital environment, job relevance and satisfaction, and pay and benefits general satisfaction (Cox, 2019; Keith *et al.*, 2021). The top in the ranked workplace environment that does not suit the comfort, personality professionalism, and standard of an employee tends for them to have low continuance commitment, which then highly tends to seek for further opportunities and settings (Orgambidez, Borrego and Vázquez-Aguado, 2019). There are also staff nurses or professionals who prefer to be placed in a situation that makes them highly relevant. Their contributions could make a significant difference and impact their workplace and society.

Lastly, the primary and most minor reason in Western countries, yet the most common in the Philippines, is the salary and benefits offered (Orgambidez, Borrego and Vázquez-Aguado, 2019). Nevertheless, it is interesting to note that, in this study, there are more nurses with considerable continuance commitment, which suggests nurse retention despite knowing that the Philippines is a top exporter of nurses globally (Cox, 2019; Labrague, Ballard and Fronda, 2021). Staff nurses in Lanao del Norte have a robust ethical concept and the idea of other opportunities in other clinical work setting locally and abroad. However, it is superseded by their belief in the benefits and the values of being loyal to an

organization. It fits the description of "normative commitment" as a feeling of allegiance to the principles and objectives of the organization (Heng *et al.*, 2021). Staff nurses are ethically grounded in the belief that leaving the organization is not suitable for themselves and their workplace, as it connotes betrayal and distrust. Organizational commitment can lead to an atmosphere of accomplishment, a sense of belonging, and engagement among employees as well as improved job efficiency, financial prosperity, and a boost in the efficacy and effectiveness of the latter (Ofei *et al.*, 2022).

Furthermore, the correlation of variables implies that the nurse manager's leadership trait is connected with their staff nurses' commitment. It means possessing positive leadership traits by nurse managers betters the emotional feeling, values, and beliefs (affective commitment), the perceived analysis of the cost-benefit situation and membership (continuance commitment), establishing a sense of dedication toward the organization's principles and goals (normative commitment) of staff nurses). Among all the dimensions, affective commitment has the most significant degree of correlation with leadership traits because both deal with emotion, which agrees with studies that indicate Influential nursing leaders are experts who are in charge of establishing objectives for the nursing departments of their organizations (Labrague, Ballard and Fronda, 2021). As professional nurse leaders strive for excellence with their staff, they must also concentrate on making sure that their teams provide exceptional patient care as part of their commitment to excellence. Influential nurse leaders give their employees a realistic goal to work toward in order to enhance performance and patient care by setting short-term priorities. In light of this, the best qualities of nursing team leaders are those who solicit feedback from their team before setting goals (Lapeña *et al.*, 2018). Utilizing feedback assures that organizations make decisions based on the interests of all stakeholders (Galletta *et al.*, 2019; Mabona *et al.*, 2022).

Conclusion

The study's findings provide a crucial understanding of the relationship between the leadership traits of nurse managers and the staff nurses' levels of commitment in the healthcare organization. The demographic profile of the respondents indicates a varied age representation among nurses, with a significant proportion being relatively young, potentially leading to turnover and a shortage of seasoned nurses in the hospital. Nurse managers were found to possess positive leadership traits, such as honesty, compassion, and effective communication, which significantly influence the commitment levels of staff nurses. Nurse managers' positive traits contribute to staff nurses' affective commitment, indicating an emotional attachment and sense of belonging to the workplace. Additionally, continuance commitment is influenced by factors like workplace environment, job satisfaction, and pay and benefits, while normative commitment stems from nurses' loyalty to the organization's values and goals.

The study emphasizes the importance of nurturing and promoting positive leadership traits among nurse managers through continuing education and leadership development programs. By fostering a supportive work environment and engaging in participative decision-making, nurse managers can enhance staff nurses' commitment and job satisfaction. Moreover, the findings highlight the significance of recognizing and addressing factors that contribute to nurse turnover, such as providing competitive compensation and opportunities for career growth. Overall, the study underscores the critical role of nurse managers in shaping the commitment and well-being of the nursing workforce and the importance of effective leadership in promoting quality nursing care.

Declarations

Ethics Approval and Consent Participant

The study adhered to ethical principles, with participants giving informed consent. The ethics review committee approved the

protocol, safeguarding rights and confidentiality. Anonymity and confidentiality were upheld for data privacy and research purposes.

Conflict of Interest

No conflicts of interest exist between the researchers and the publication of this study.

Availability of Data and Materials

Not applicable.

Authors' Contribution

PPA and HKP contributed equally to this research study. PPA was involved in the conceptualization, setting the design, collection of data, and analysis. HKP played a key role in the literature review, data interpretation, and manuscript preparation. Both authors actively participated in the critical review and revision of the final manuscript, ensuring its intellectual integrity and scholarly quality. The authors jointly approve the submission of this work and take responsibility for its content.

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