THE ROLE OF EFFECTIVE NURSING LEADERSHIP IN ENHANCING THE ATTRACTIVENESS OF THE NURSING PROFESSION

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Abstract

Effective nursing leadership is a critical component of enhancing the attractiveness of the nursing profession. Understanding the perceptions of nursing staff about nursing profession and nursing leadership and its effectiveness, identify the current challenges facing the nursing profession, and correlate the role of nursing leadership with demographic characteristics is possible to develop strategies to attract and promote nursing profession and correct misconceptions about the field. It can also contribute to achieving the strategic goals of health transformation in Saudi Arabia 2030. The research focuses on exploring the role of effective nursing leadership in enhancing the attractiveness of the nursing profession in Saudi Arabia. It aims to understand the perceptions of nursing staff, identify the current challenges facing the nursing profession, and correlate the role of nursing leadership with demographic characteristics to provide insights into the strategies and programs that nursing leaders could use to enhance the attractiveness of the nursing profession and support the healthcare system's transformation towards better health outcomes in 2030.

The study design is a descriptive cross-sectional design to collect data from a sample of 159 participants at a single point in time in a hospital-based setting, data collected through an online survey using a structured questionnaire. The data analyzed using statistical methods such as frequencies, means, correlations, anova.

Ultimately, this research offered recommendations to nursing leaders and policymakers to support the nursing profession in Saudi Arabia, and to achieve the strategic goal of health transformation in Saudi Arabia 2030.

Keywords: Effective Nursing leadership - Attractiveness - Enhancing - Perceptions - Job satisfaction – challenges- Retention.

Introduction

The shortage of nurses is considered a global challenge in many countries around the world, including developing and developed countries (Pung & Goh, 2017). The World Health Organization (WHO) has identified the shortage of nurses as a significant challenge to delivering quality healthcare and meeting the health needs of populations. The shortage of nurses can lead to increased workloads, burnout, and a decrease in the quality of care. Addressing this issue requires a multifaceted approach that involves attract, recruitment, satisfaction, and retention of nurses in the healthcare workforce (WHO, 2017).

The Kingdom of Saudi Arabia (KSA) is undergoing a rapid health sector reform in line with its National Transformation Program and Vision 2030, which aims to transform the economy and public services and to transform the healthcare sector to meet the needs of its citizens and healthcare. One of the key strategic objectives of Vision 2030 is to improve the attractiveness of the nursing profession and enhance the role of nurses in healthcare. Achieving this objective requires attracting and retaining a skilled and diverse nursing workforce. This objective recognizes the importance of nursing professionals in providing quality healthcare services and meeting the growing demand for patient care in the Kingdom (Al-Dossary, 2018). However, the nursing profession in Saudi Arabia is facing significant challenges, including a shortage of nursing staff, lack of diversity, and burnout among existing nursing professionals. Addressing these challenges requires a strong and effective leadership role that can create a positive work environment, promote the nursing profession, provide opportunities for professional development, and promote diversity and inclusivity in the healthcare sector (Alsufyani et al., 2020).

Nursing leadership plays a crucial role in enhancing the attractiveness of the nursing profession and achieving the strategic goals of the health transformation initiative order to address this shortage and improve the attractiveness of the nursing profession, it is important to understand the perspectives and experiences of nursing students, nursing staff, and nursing leadership (Alluhidan et al., 2020).

Research suggests that many nurses value positive workplace culture, supportive leadership, and opportunities for growth and development. However, there are also significant challenges facing the nursing profession, such as high levels of stress and burnout, inadequate resources and staffing levels, and a lack of recognition and appreciation (Alluhidan et al., 2020).

Nursing leaders play a critical role in addressing these challenges and enhancing the attractiveness of the nursing profession. By advocating for policies and practices that support nursing education and training, promoting a positive workplace culture and work-life balance, and providing opportunities for professional growth and development, nursing leaders can help to improve the overall perception and experiences of the nursing profession, there are also challenges facing nursing leaders themselves, such

as a lack of resources and support for leadership development, high levels of turnover, and difficulty recruiting and retaining talented leaders. Addressing these challenges will require a multifaceted approach, including increased investment in leadership development programs, improved working conditions and compensation for nursing leaders, and efforts to promote the value and importance of nursing leadership at all levels of healthcare organizations (Rahman & Al-Borie, 2021).

Achieving one of the strategic goals of health transformation in Saudi Arabia 2030 requires efforts to improve the quality of healthcare delivery and create a competent, engaged nursing workforce. Nursing leadership can contribute to this goal by promoting innovation, collaboration, and continuous improvement in nursing practice. They can also help address existing challenges in the healthcare system, such as providing high-quality care to an aging population and leveraging technology to improve efficiency and patient outcomes (Al-Khunizi et al., 2021).

Research problem

Nursing has become unappealing as a result of heavy workloads, lengthy hours, and stress. Work demands are usually described as excessive while working conditions are described as terrible. According to the Finnish Institute of Occupational Health, continuous changes, instability, and a lack of language reduce the attractiveness of nursing and nurses' well-being at work. The Association of Finnish Nurses has raised concerns about poor orientation, opaque decision-making, and a lack of systematic measures to improve workplace well-being. Nurses are unsatisfied with their pay and are concerned about their ability to meet the demands of the job (Salminen-Tuomaala & Herttuala, 2022).

Nursing is less attractive since it is neglected, the financial opportunities and assets are not appropriate for the task, the working environment can be damaging to psychological well-being, and there is typically no support from nurse leaders. Development of nursing's role at the level of individuals, organizations, and society; the importance of nursing responsibilities, influencing one's work; better working conditions and well-being at work; development of nursing leadership; and work and career advancement are factors that could increase the profession's attractiveness. Students propose enhancing marketing and nursing appreciation, strengthening leadership and supervisors' theoretical and practical competence, promoting nurses' everyday coping and well-being at work, and raising compensation (Salminen-Tuomaala & Herttuala, 2022).

Because of the current challenges facing healthcare systems due to a shortage of health professionals, managers and leaders must learn from different leadership styles and staff empowerment strategies in order to create a work environment that encourages nursing staff commitment to patients and their organization (Asiri et al., 2016).

The study on the role of effective nursing leadership in enhancing the attractiveness of the profession is driven by the urgent need to address nursing workforce shortages, recognize the critical importance of leadership in shaping nurses' experiences and the perception of nursing as a career, and acknowledge the direct impact of leadership on patient care and safety. This study aims to fill the research gap by providing evidence-based insights that inform policy and practice, while also guiding the development of leadership training programs and recruitment strategies to improve nurse retention and job satisfaction. By investigating this topic, the study aims to contribute to a better understanding of nursing leadership and its influence, ultimately benefiting both nurses and the healthcare system as a whole.

Research questions:

- What are the perceptions of nursing staff on nursing profession and leadership?
- what the current challenges facing the nursing profession in Saudi Arabia?
- What is the role of effective nursing leadership in enhancing the attractiveness of the nursing profession to achieving one of the strategic goals of health transformation in Saudi Arabia 2030?

Research Aim & Objectives

The research aims mainly to study the role of nursing leadership in enhancing the attractiveness of the nursing profession to achieve one of the strategic goals of health transformation in Saudi Arabia 2030. This can be achieved through the following secondary objectives.

Secondary objectives:

1. To explore the perceptions of nursing staff towards nursing profession and nursing leadership.
2. To identify the current challenges facing the nursing profession in Saudi Arabia.
3. To correlate the role of effective nursing leadership in enhancing the attractiveness of the nursing profession with the demographic characteristics of the participants.

Study significance:

The significance of the study lies in its potential to address critical challenges within the nursing profession in Saudi Arabia and contribute to the broader goals of health transformation, The key aspects of the study's significance Including - Informing Policy and Practice, by understanding the perceptions and challenges of nursing staff, policymakers can develop strategies to address challenges and enhance the overall attractiveness of the nursing profession. - Enhancing Nurse Retention and Job Satisfaction by guide healthcare organizations in implementing leadership training programs and initiatives that empower and

support nurses, ultimately reducing burnout and increasing retention rates. - Improving Recruitment and Attraction by addressing nursing stereotypes and misconceptions, the research aims to improve the recruitment of new talent to the nursing profession. This is crucial for addressing workforce shortages and ensuring an adequate supply of skilled nurses to meet the healthcare needs of the population. - Influencing Healthcare Policy Changes by the importance of nursing leadership in decision-making, policy development, and governance processes, potentially leading to increased representation of nursing professionals in healthcare leadership positions. - Inspiring Further Research, the research on the role of nursing leadership opens avenues for further exploration in this area. It encourages ongoing research into different aspects of nursing leadership, the effectiveness of leadership training programs, and the impact of leadership on various outcomes such as patient satisfaction, safety, and quality of care.

In summary, the significance of the study lies in its potential to positively impact the nursing profession, healthcare organizations, policymakers, and the healthcare system in Saudi Arabia by addressing challenges, promoting positive and effective leadership practices, and contributing to the strategic goals of health transformation.

Literature Review

Status of Nursing Workforce in KSA

Despite ongoing attempts to expand the number of Saudi nurses, foreign nurses accounted for 74% of the overall nursing employment in Saudi Arabia by 2010. In all health sectors, the total nursing workforce of expatriates and Saudi nurses is 129,792, with Saudi nurses accounting for 31.8 % of the overall employment. In addition, recruiting and retention of nurses tend to be difficult in Saudi Arabia; it was stated that the majority of young women do not see nursing as a socially acceptable career choice. Most Saudi families do not regard nursing as an honorable career path for their children..**(Keshk et al., 2016)**. Foreign nurses make up a sizable proportion of the nursing workforce and are divided into two groups. The majority, who have already received their nursing certification in their native country, are hired on biannual contracts as Registered nurses (RNs) or Enrolled nurses (ENs) or healthcare assistants (HCAs). They would be required to take the SNB licensing examination as well as a three-month competency evaluation by the hiring organization. The minority group is made up of school leavers who are offered a scholarship to study nursing at polytechnics in exchange for a 6-year bond upon graduation. Because of a lack of clinical experience in their home country, international nurses working as ENs or HCAs have options to advance in their nursing careers depending on their job performance and success.**(Chua, 2020)** The implied idea is that because KSA does not pay for their pre-service schooling, the overall cost of

employing foreign workers (particularly in rural and distant facilities) is cheaper. However, there are hidden expenses associated with the employment of foreign labor, such as the need to pay higher wages and provide housing, and transportation. The expenses of recruiting and orienting new employees can be considered as well, especially in the setting of low retention and high turnover. With the continuing changes, Saudi nursing has the potential to become a worldwide model and regional leader for a rewarding career path that delivers efficient, high-quality healthcare to all Saudi citizens. This case presentation is an examination of the existing and future issues confronting the nursing profession in KSA, followed by a policy suggestion to address those challenges. The case presentation, a contribution by the Saudi nursing leadership to the Year of the Nurse 2020, is based on a thorough background assessment conducted by the Saudi government.**(Alluhidan et al., 2020).**

The Kingdom of Saudi Arabia espoused "Vision 2030" as a strategy for economic development and national growth. The health care transformation is one of the eight themes of the National Transformation Program plans (NTPs). The history of healthcare facilities in the Kingdom is almost a century. Although the Kingdom has made notable progress in improving its population's health over recent decades, it needs to modernize the healthcare system to reach the "Vision 2030" goal **(Chowdhury et al., 2021).**

Issues and Challenges Confronting the Nursing Profession

The nursing profession is currently facing significant workforce shortages in many countries, which pose a threat to healthcare systems and patient care. To address these challenges and develop strategies for mitigating nursing shortages, this literature review investigated the role of effective nursing leadership in enhancing the attractiveness of the profession. Nursing leadership plays a crucial role in creating positive work environments, supporting nursing staff, and optimizing patient care outcomes.

A study by **Chan et al. (2013)** investigated the perceptions of nursing students in Hong Kong towards the nursing profession. The study found that respondents often viewed the profession as being undervalued and lacking in opportunities for professional growth. Participants expressed a desire for more mentorship and leadership opportunities within the profession. However, experiences with nurses and nursing can positively impact their attitudes towards the profession. Nursing staff, including registered nurses and nurse assistants, may face burnout and high employee turnover. Supporting nursing leadership has been found to mitigate the negative impacts of these factors, promoting a positive work environment and enhancing the overall attractiveness of the profession.

A study by **Delaney and Piscopo (2017)** explored the experiences and perceptions of nursing leaders in the United States. Findings suggested that many nursing leaders face difficulties in recruiting and retaining

quality staff, managing budgets and resources, and navigating healthcare policy and regulations. Bias or discrimination in the nursing workplace can contribute to higher turnover rates and lower retention of nursing staff.

Lukewich et al. (2017) suggested that nursing may be overshadowed by other healthcare professions in media representation, public discourse, and policy discussions. The lack of visibility can lead to a limited understanding of the diverse roles and expertise of nurses, potentially diminishing the level of respect and value the public assigns to the profession. The public may not fully recognize the challenges and demands faced by nurses, such as heavy workloads and burnout, which can impact their perception of the profession.

Research by **Price et al. (2019) and Nelson (2017)** reveals that some members of the public may hold outdated beliefs that perceive nursing as a subordinate role to doctors or view nurses as task-oriented individuals rather than highly skilled professionals. These stereotypes can diminish the public's understanding of the breadth and depth of nursing practice, impacting the level of respect and value attributed to the profession. In certain contexts, the nursing profession may not receive adequate visibility or recognition for its contributions, which can affect the public's perception of its value.

Research by **Lavoie-Tremblay et al. (2017)** highlights the detrimental effects of excessive workload and burnout on nurses' well-being and job satisfaction. When the public is unaware of these challenges, it may not fully appreciate the dedication and resilience demonstrated by nurses, potentially leading to a lower level of respect and value for the profession. Nurses' limited involvement in decision-making processes at the policy and organizational levels can contribute to the perception that their voices and expertise are undervalued.

Research by **Duffield et al. (2019) and Nordström et al. (2019)** indicates that the exclusion of nurses from key decision-making positions can undermine the public's confidence in the profession's ability to shape healthcare policies and systems. When nurses' perspectives are not adequately represented, it may lead to a perceived lack of value and respect for their contributions. Ineffective nursing leadership may be characterized by a failure to address issues and conflicts within the nursing staff or the wider organizational context.

Adams et al. (2020) suggest that mentoring and leadership development programs may be key in facilitating such supportive leadership. Leadership within the nursing profession also faces various challenges that can impact its perspectives and role in promoting the attractiveness of the profession. The researchers found that supportive nursing leadership can help to mitigate the negative impacts of these challenges, promoting a positive work environment and enhancing the overall attractiveness of the

profession. Nursing leaders themselves face a range of challenges and experiences that can impact their perspectives on the profession and their role in enhancing its attractiveness.

In a study by **Yang and Lee (2021)**, high school students' perceptions of nursing profession were explored, and the findings revealed that younger students often have limited knowledge and understanding of the nursing profession and its potential roles in healthcare. However, experiences with nurses and nursing can positively impact their attitudes towards the profession. Nursing staff, including registered nurses and nurse assistants, may face burnout and high employee turnover. Supporting nursing leadership has been found to mitigate the negative impacts of these factors, promoting a positive work environment and enhancing the overall attractiveness of the profession.

The Role of Nursing Leadership in addressing Challenges

Numerous studies have shown that effective leadership practices are associated with increased job satisfaction, higher retention rates, and improved overall organizational performance. By focusing specifically on the impact of nursing leadership on the attractiveness of the profession, this review recognizes the critical role leadership plays in shaping nurses' experiences and the overall perception of nursing as a career. Furthermore, effective nursing leadership not only influences nurses' job satisfaction but also has a direct impact on patient care and safety. Positive leadership practices foster a culture of patient-centered care, effective communication, and collaboration among healthcare professionals.

By exploring the relationship between leadership and the attractiveness of the nursing profession, this review acknowledges the potential influence of leadership on patient outcomes and the overall quality of healthcare delivery.

Cummings et al. (2018) suggests that effective leaders should be proactive in addressing conflicts, promoting a positive work environment, and resolving issues that may affect staff morale and job satisfaction. When leaders neglect to address these challenges, it can lead to a toxic work environment, increased turnover, and ultimately impact the overall effectiveness of the nursing team. One of the key factors indicating inadequate representation of the nursing profession is the limited presence of nurses in decision-making bodies within healthcare organizations and policy-making institutions.

Research by **Stanley (2018) and Buchan and Aiken (2018)** highlights the dominance of medical professionals in leadership roles, which may perpetuate traditional hierarchies and limit the advancement of nurses into influential positions. This imbalance can lead to a lack of diversity in decision-making processes, hinder effective collaboration, and result in policies and practices that do not fully address the needs and perspectives of nursing professionals.

Research by **Ritter-Teitel and D'Alonzo (2019) and Stanley (2018)** suggests that nurses, despite being the largest healthcare workforce, often have minimal representation on boards, committees, and panels that shape healthcare policies and make critical decisions. This lack of representation can result in limited perspectives, insufficient advocacy for nursing-related issues, and missed opportunities to influence policies that impact patient care and the nursing profession. Hierarchical power structures within healthcare organizations and policy-making institutions can contribute to inadequate representation of nurses in leadership positions.

Almalki et al. (2019) examined the impact of an organizational strategy on enhancing the image and attractiveness of nursing in Saudi Arabia. The authors began by noting the challenges that the nursing profession is currently facing in the country, including a shortage of nurses and a low social status for the profession. They then discussed the concept of nursing image and the factors that can influence how the profession is perceived, including the education and training of nurses, the quality of healthcare services, and the role of nurses within the healthcare system.

Despite the extensive study of nursing leadership, there is a relative scarcity of research specifically exploring the relationship between effective leadership and the attractiveness of the nursing profession. This research gap highlights the need for further investigation in order to contribute to the existing knowledge base and provide evidence-based insights that can inform policy and practice. Understanding the role of effective nursing leadership in enhancing the attractiveness of the profession has significant implications for healthcare policies, organizations, and educational institutions.

Methodology

Study design:

This study utilized a descriptive cross-sectional design to collect data from a sample of 159 participants at a single point in time in a hospital-based setting.

Study population:

The study population is composed of nurses from various regions within the Kingdom of Saudi Arabia, covering the Central, North, South, East, and West regions. This broad geographical coverage ensures a representative sample and provides insights into nursing staff perceptions across different areas of the country. The study participants consist of nursing staff working in diverse healthcare settings.

Sample & Sampling technique:

Based on factors such as the size of the target population, desired confidence level (95%), and allowable margin of error (5%), a sample size of 384 nursing staff members has been determined but actually 159 participants were enrolled due to short period of time.

The study employs a purposive sampling technique to select participants. Nursing staff from various healthcare settings across different regions of Saudi Arabia, including the northern, southern, eastern, western, and central regions, will be invited to participate in an online-based survey. This sampling approach ensures the inclusion of participants with relevant experiences the research objective.

Inclusion & Exclusion criteria:

The inclusion criteria encompass employed nurses in healthcare settings.

The exclusion criteria include:

- Participants who refuse to participate in healthcare settings,
- Non-nursing healthcare providers.

Data collection technique:

Data was collected using a structured questionnaire administered through an online-based survey. The questionnaire was designed to gather information on participants' perceptions regarding the nursing profession and nursing leadership. Likert scale questions which were utilized to measure participants' opinions and attitudes. The online survey approach ensured efficient data collection, response standardization, and easy data entry for subsequent analysis.

Data Analysis:

The data collected through the online survey was analyzed using the Statistical Package for the Social Sciences (SPSS), a commonly used software for quantitative data analysis. Descriptive statistics such as

frequencies, means, and standard deviations was calculated to summarize the data. Additionally, inferential statistics such as correlations were employed to examine relationships and assess the significance of findings, depending on the research questions and data characteristics.

According to our reliability statistics we found that Cronbach's alpha for all variables= (0.972) that is mean the statistics analysis of our sample has excellent reliability, and no need to delete any item.

Ethical consideration:

This research has been conducted in strict adherence to ethical guidelines, with approval obtained from the Research Ethics Committee in Hafar Al-Batin, Saudi Arabia. The Participants were informed about the purpose of the survey and They have the right to opt-in or out of the survey.

Results & Discussions

Descriptive statistical analysis for demographic variables:

The sample size was (159 nurses), including 97 nurses of them (61%) were females, while 62 nurses (39%) were males.

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	97	61.0	61.0	61.0
Valid	Male	62	39.0	39.0	100.0
	Total	159	100.0	100.0	

When we analyzed sample social status, we found that (31 nurses) were divorced with a percentage 19.5%, 27 nurses were single (17%), while 5 nurses (3.1%) were widower.

Social Status		Frequency	Percent	Valid Percent	Cumulative Percent
	Divorced	31	19.5	19.5	19.5
	Married	96	60.4	60.4	79.9
Valid	Single	27	17.0	17.0	96.9
	Widower	5	3.1	3.1	100.0
	Total	159	100.0	100.0	

When we asked them about the region they are working in, we found that 67 nurses (42.1%) were working in the central region, 25 nurses (15.7%) were working in the southern region, 24 nurses (15.1%) were working in the western region, 22 nurses (13.8%) were working in the eastern region care, and 21 nurses (13.2%) were working in the north region.

Region of work		Frequency	Percent	Valid Percent	Cumulative Percent
	Central region	67	42.1	42.1	42.1
	Eastern region	22	13.8	13.8	56.0
	North region	21	13.2	13.2	69.2
Valid	Southern region	25	15.7	15.7	84.9
	Western region	24	15.1	15.1	100.0
	Total	159	100.0	100.0	

When we analyzed their qualifications we found that 61.6% of them had bachelor's degree (98 nurses), while only 9 nurses (5.7%) had doctorate level degree.

Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelor's degree	98	61.6	61.6	61.6
	diploma or equivalent	25	15.7	15.7	77.4
Valid	Doctorate level degree	9	5.7	5.7	83.0
	Master's degree	27	17.0	17.0	100.0
	Total	159	100.0	100.0	

Regarding the organization, they work in, we found that 97 nurses (61%) worked in civil sector, while 62 nurses (39%) worked for the military sector.

Which organization do you work in?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Civil sector	97	61.0	61.0	61.0
	Military sector	62	39.0	39.0	100.0
	Total	159	100.0	100.0	

According to nurse's nationality we found that 120 nurses (75.5%) were Saudi, while 39 nurses (24.5%) were non-Saudi.

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	non-Saudi	39	24.5	24.5	24.5
	Saudi	120	75.5	75.5	100.0
	Total	159	100.0	100.0	

Correlation Analysis:

Both male and female nurses had similar perceptions of nursing leadership's role in improving recruitment, retention, and attraction. Divorced nurses showed a stronger perception of nursing leadership's role compared to other marital statuses. Saudi nurses had a stronger perception of nursing leadership's role than non-Saudi nurses. There was a significant relationship between nurses' level of education, nationality, and awareness of nursing leadership programs. The level of education and nationality influenced nurses' awareness of nursing leadership programs.

Item-Total Statistics				
	Mean	Variance	Total Correlation	Cronbach's Alpha
Gender	92.47	1154.858	.045	.973
Social Status	91.82	1172.766	-.347	.974
Work region	91.38	1158.263	-.039	.975
Qualification	92.08	1159.455	-.054	.975
Organization	92.47	1151.820	.136	.973
Nationality	92.11	1146.109	.352	.973

The research highlighted the significance of effective nursing leadership in enhancing the attractiveness of the nursing profession in Saudi Arabia. The findings suggested that nursing leadership played a crucial role in addressing challenges related to attract and recruitment, retention, and overall job satisfaction among nurses. Nurses' perceptions of nursing leadership's effectiveness varied based on factors like gender, marital status, nationality, and education level. The study underscored the importance of considering these demographic factors in designing leadership development programs and policies to attract and retain nursing professionals.

	Mean	Variance	Total Correlation	Cronbach's Alpha
B.1. Have you experienced nursing stereotypes or misconceptions from colleagues or patients?	90.82	1102.074	.549	.972
B.2. Have you experience bias, discrimination, or bullying in workplace?	90.97	1100.575	.571	.972
B.3. Nursing profession is respected and valued	91.40	1131.798	.257	.974
B.4. Nursing leadership effective in my organization?	90.82	1100.779	.533	.973
B.5. I heard about awareness of nursing leadership programs/initiatives?	91.06	1096.927	.560	.972
B.6. Nursing profession adequately represented in decision, policy-making?	90.93	1095.951	.572	.972
B.7. Effective Nursing leadership plays a role in address nursing stereotypes?	91.01	1075.576	.876	.971
B.8. Effective Nursing leadership plays a role in improve working conditions and job satisfaction?	90.74	1063.686	.884	.971
B.9. Effective Nursing leadership plays a role in influence healthcare policy changes?	91.01	1073.190	.881	.971
B.10. Effective Nursing leadership plays a role in improve recruitment, retention and attraction?	91.00	1073.468	.889	.971
B.11. Effective Nursing leadership plays a role in enhance professional development?	90.90	1075.509	.864	.971
B.12. Effective Nursing leadership plays a role in support and autonomy?	90.97	1072.575	.884	.971
B.13. Effective Nursing leadership plays a role in promote career advancement?	90.99	1073.810	.861	.971
B.14. Effective Nursing leadership plays a role in address nursing salaries and benefits?	90.90	1077.521	.850	.971
B.15.Effective Nursing leadership plays a role in advocate and speak out on nursing issues?	90.96	1071.302	.899	.971
B.16. Effective Nursing leadership plays a role in address challenges and reduce burnout?	91.02	1070.652	.894	.971
B.17. Effective Nursing leadership plays a role in promote and attract new talent?	91.03	1073.195	.884	.971
B.18. Effective Nursing leadership plays a role in support diversity and representation?	91.04	1070.771	.907	.971
B.19. Effective Nursing leadership plays a role in foster positive relationships and effective communication in healthcare?	91.01	1068.956	.920	.971
B.20. Effective Nursing leadership plays a role in empower and support nurses?	91.00	1071.696	.897	.971
B.21. Effective Nursing leadership plays a role in promote nursing research and disseminating?	91.06	1071.591	.894	.971
B.22. Effective Nursing leadership plays a role in educate the public about nursing roles and benefits?	91.06	1071.978	.903	.971
B.23. Effective Nursing leadership plays a role in recognize excellence in nursing?	91.05	1071.542	.896	.971
B.24. Effective Nursing leadership plays a role in preparing students for nursing challenges?	91.01	1073.285	.884	.971
B.25. Effective Nursing leadership plays a role in address workplace culture issues as respect, recognition, and equity?	91.04	1070.941	.889	.971
B.26. nursing leadership behavior and management style in a given organization effects on attraction, retention of nursing staff	91.03	1069.506	.900	.971
B.27. Effective Nursing leadership plays a role in support continuous education, effective practices, innovation, and technology?	91.06	1069.996	.909	.971
B.28.Effective Stakeholders plays a role in supporting nursing leadership initiatives	91.07	1074.558	.872	.971
B.29.Nursing leadership should have important behaviors for effective leadership in the nursing profession?	91.01	1074.772	.860	.971

Studying the role of effective nursing leadership in relation to gender can reveal potential differences in perceptions. For example, female nurses emphasized the importance of supportive and empowering leadership styles, while male nurses may focus on aspects such as autonomy and decision-making authority. Examining how male and female nurses perceive leadership styles and its impact on the attractiveness of the profession can provide insights into gender dynamics within nursing. The gender dynamics within the nursing profession have long been recognized as significant factors in nursing leadership. Historically, nursing has been a predominantly female field, and gender biases and stereotypes can impact perceptions of leadership effectiveness. Our research exploring the relationship between gender and nursing leadership shed light on the representation of women in leadership roles, the challenges they may face, and the impact of diverse leadership teams on job satisfaction and career advancement opportunities for both women and men.

Marital status can affect how individuals are perceived in terms of their commitment to work. Married individuals might be perceived as having more responsibilities outside of work, while single individuals may be seen as more available and dedicated to their professional roles. These perceptions can influence leadership opportunities and expectations. Marital status also affected perceptions of work-life balance. Individuals with different marital statuses may have different priorities, responsibilities, and preferences regarding work and personal life integration. These factors can influence their interest in leadership positions and their ability to manage the demands associated with such roles.

Regional differences have a significant impact on nursing leadership. Healthcare systems, cultural norms, and organizational structures vary across regions, influencing the expectations, challenges, and opportunities faced by nursing leaders. These regional variations require leaders to adapt their approaches to effectively address the unique needs and contexts of each region. Whether it involves managing larger healthcare organizations in urban areas, navigating specialized healthcare services and academic collaborations, addressing healthcare workforce shortages in remote or rural areas, prioritizing regional healthcare needs, or fostering collaboration and innovation, understanding and accounting for regional differences is essential for successful nursing leadership.

Nurses with higher levels of education might value leaders who promote research, innovation, and evidence-based practice. Educational background can influence their understanding of leadership concepts and their expectations of leaders in the profession. Understanding the relationship between qualifications and nursing leadership is vital for organizations aiming to attract and retain highly qualified nurses. The level of education can shape nurses' expectations and aspirations regarding leadership roles within the profession. These qualifications provide them with specific skills and competencies necessary for effectively leading teams, managing resources, and driving organizational change.

Different countries have unique cultural values and expectations regarding leadership. These cultural norms can shape leadership styles and preferences within the nursing profession. Understanding how nationality influences leadership styles can help leaders adapt their approaches to effectively lead diverse teams and foster a positive work environment. Additionally, studying the impact of nationality on nursing leadership can contribute to the understanding of cross-cultural differences in healthcare settings. It can shed light on the role of diversity in leadership teams, the representation of different nationalities in leadership positions, and the potential benefits of diverse leadership in terms of cultural competence, patient-centered care, and organizational outcomes.

Nursing leadership within different organizations can vary based on factors such as the emphasis on teamwork, communication styles, decision-making processes, and the degree of autonomy granted to leaders. The values and priorities of an organization also impact nursing leadership. Some organizations prioritize patient-centered care, while others focus on financial performance or quality improvement initiatives. Nursing leaders within these organizations may need to align their leadership approaches with the organizational values and goals to ensure success. Studies by Lee and Cummings (2018), Cummings et al. (2019), Wong et al. (2020), and Cummings et al. (2021) further support the importance of effective leadership in nursing, including its impact on work engagement, job satisfaction, patient outcomes, and the relationship between nurse managers and staff nurses.

The size and complexity of an organization also influence nursing leadership. Larger organizations may have more layers of leadership, requiring nursing leaders to manage larger teams and coordinate across different departments. Smaller organizations may provide more opportunities for direct interaction and involvement in various aspects of leadership. Furthermore, the support and resources provided by the organization can impact nursing leadership effectiveness. Adequate staffing levels, access to professional development opportunities, mentoring programs, and leadership training initiatives can enhance the capabilities and success of nursing leaders.

Conclusion

The research focused on exploring the role of effective nursing leadership in enhancing the attractiveness of the nursing profession in Saudi Arabia. It aimed to understand the perceptions of nursing staff, identify the current challenges facing the nursing profession, and correlate the role of nursing leadership with demographic characteristics. The research highlighted the crucial role of effective nursing leadership in Enhancing the attractiveness of nursing profession through through resolving issues and challenges that effect on nursing profession and its image, which increases job satisfaction and retention of nurses and thus enhancing the attractiveness of the profession. Healthcare organizations can use the findings to Select appropriate leaders and recruitment strategies, implement effective leadership training programs and initiatives that improving working

conditions, empower and support nurses, promote career advancement, and address workplace culture issues such as respect, recognition, and equity. These efforts can contribute to improving nurse satisfaction and reducing burnout, ultimately leading to higher retention rates and therefore Enhancing the attractiveness of the profession.

The findings of this research can provide evidence-based insights that can inform policy-making and practice in the nursing profession. By understanding the perceptions of nursing staff towards nursing profession and leadership, policymakers can develop strategies to address the challenges and issues facing the profession. This can lead to the development of policies that enhance the attractiveness of the nursing profession and improve nurse retention and job satisfaction.

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