Review Article
Role of Clinical Nursing Leaders on Nurses' Well-Being in Saudi Healthcare Organizations

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Abstract

The objective of this study was to investigate the relationship between clinical nursing leadership and nurses' well-being in Saudi healthcare organizations. Primary data was collected from 213 nurses from public and private hospitals from Qassim province Saudi Arabia. Convenience sampling technique was used. Data was analyzed in SPSS. Findings revealed that scales were reliable and there is positive relationship among predictors and criterion variables. It is concluded that leadership play important role in well-being of nursing staff. This study has contributed originally in the literature of nursing field.

Keywords: Clinical Nursing leadership, Nurses' Well-Being, Healthcare Organizations, Hospitals, Saudi Arabia.

Introduction.

Nursing leaders are considered as a pivotal player in nurses' well-being and work experience. However, the nursing leaders influenced nurses' well-being are overlooked in nursing literature in Saudi Arabia's perspective (alruwaili 2025). Nursing leaders make sure to bring justice, increase quality of work life, and help the nurses to maintain work life balance between their personal and professional lives. Hospitals are facing shortage of nursing staff and nurses play crucial role in enhancing patients' outcomes and healthcare effectiveness (Callis et al., 2024). Nurses are front line workers who work under great pressure and stressful environments (Zenani et al., 2023). Nurses are found emotionally exhausted by long hours, raises concerns over their well-being. In this scenario nursing leadership is an important factor for bringing well-being in their professional and personal lives. Leaders cultivate motivation, inspiration, and stimulation among their employees. Nursing

leaders should be visionary, must have command over communication, capable of building capacity, so that improve patient care could be delivered. However, the specific study on the influence of nursing leadership on nurses-well-being is ignored in the literature (Wilandika et al., 2023). This study has tried to fill this gap in the literature of nursing leadership in Saudi healthcare setting. Nures' well-being has different constructs with mental health, physical health and emotional aspects. Well-being has significance for both nurses as well as patients. Studies on well-being reported that it does have impact on nurses' motivation, performance, reduce turnover, burnout, stress and increase organizational commitment (Shan et al., 2023). Studies conducted on nursing leadership and well-being have reported different empirical findings, for example impact of leadership styles on nurses' well-being may vary across cultures, work setting due to different attributes and environment. The relationship between nursing leadership and nurses' well-being got attention of researchers recently in bringing positive outcomes and enhancing well-being for better healthcare services. This study is one of the primary and pioneer studies conducted on nursing leadership and well-being in Saudi health care organizations. On the basis of above discussion following hypotheses were proposed:

H_1: Clinical nursing leadership and nurses' well-being are positively correlated.

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┌─────────────────┐              ┌─────────────────┐
│ Clinical Nursing│  ─────────▶  │ Nurses Well-Being│
│   Leadership    │              │                  │
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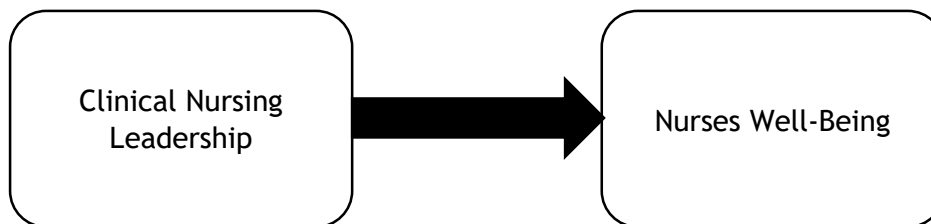
Figure 1: Conceptual Framework

Material and Methods

Research Design Population and Sampling

This study is quantitative in nature and primary data was collected from nursing staff working in public and private sector hospitals in Qassim province Saudi Arabia. Nature of the data is cross-sectional i.e., data collected at one pint of time. Moreover, questionnaire was adopted from past studies which is already validated. Likert scale was used to measure each item. The population of the current

study were nursing staff. Non-probability convenience sampling technique was used to select the sample size. Total 213 nurses have participated in the survey.

Measures

Nursing leadership and well-being were measured on seven items and each item was measured on seven-point likert scale range from one= strongly disagree to seven= strongly agree. All the constructs and their respective items were found reliable using Cronbach alpha for reliability analysis.

Data Collection and Analysis Techniques

Structured questionnaire was used for data collection. Permission prior to data collection was taken from Qassim Health Cluster. All respondents were approached online using WhatsApp and questionnaire was created in google forms. After data collection data was analyzed in SPSS.

Results

Table 1 Demographic Information

Variables	Categories	n	%
Gender	Male	113	53.1
	Female	100	46.9
Sector	public	118	55.4
	private	95	44.6
Nationality	Saudi	108	50.7
	non-Saudi	105	49.3
Age	24-30 years	106	49.8
	31-40 years	69	32.4
	41-50 years	32	15.0
	51-60 years	6	2.8
Position	Nurse leader	101	47.4
	Nurse Staff	112	52.6
Experience	1-5 years	106	49.8
	6-10 years	62	29.1
	above 10 years	45	21.1
Organization	Primary	89	41.8
	Secondary	78	36.6
	Tertiary	46	21.6

Table 1 presents the demographic information of the respondents who have participated in the

survey. Findings revealed that there were more male participants then female nurses i.e., 53.1% followed by 55.4% employees working in public sector healthcare organizations. Further analysis of results revealed that 50.7% respondents were Saudi nationals, with maximum age of 24-30 years, most of the respondents were nurses, with 52.6%, having experience of 1-5 years i.e., 49.8%, working in primary healthcare centers (PHCCs).

Table 2 Mean, Standard Deviations, Correlation and reliability Analysis

S#	Variables	Mean	SD	1	2	Alpha
1	Clinical Nursing Leadership	5.4514	1.300	1		0.903
2	Nurses Well-Being	4.7438	1.158	0.628**	1	0.770

Table 2 has presented the mean values, highest score is taken by clinical nursing leadership with M= 5.4514 SD = 1.300, while the relationship between clinical leadership and wellbeing is moderate i.e., r = 0.628** at p<0.01 level, furthermore, the Cronbach alpha for clinical nursing leadership is 0.903 and burses' well-being is 0.770 which met threshold given by Field (2018).

Discussion and Conclusion

The main aim of this study was to check the association between the clinical nursing leadership and nurses' well-being in Saudi healthcare public and private organizations. The current study has come up with comprehensive understanding of the leadership and nurses' well-being. Leaders play important role in motivating their staff members to cope with stressful environment, enhance patients' outcomes, healthcare effectiveness, and increase their commitment, involvement, loyalty, and reduce their intention to quit, and burnout (Clark 2022; Pagador et al., 2022; Smith et al.,2023). Nursing leaders can help them to have better quality of life (QoL), have balance in their professional and personal lives. Findings revealed that the relationship between the clinical nursing leadership and nurses' well-being. The above findings are in line with findings of (Alruwaili (2025; Iqbal et al., 2019). It is concluded that leaders using their inspirational and motivation qualities could help their subordinates in health sector to have better quality of life, well-being and patients' outcomes.

Limitations and future Research Directions

This study has contributed towards the literature of nursing field but it is very important to highlight the limitations of the study as well. The small sample size from one province has been used

in this study so one must be careful while generalizing the findings in other provinces. Moreover, this study has used data from nurses only and their leadership, one must get involved the physicians and patients in future studies to come up with more in depth recommendations. This study has used single method of data collection which may be a source of biasness, it is better to used more than one method in future for data collection.

Conflict of interest: Author declare no conflict of interest

Ethical Approval: This study got approval from Qassim Health Cluster

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