



## Original Article

# Effectiveness correlates of Transactional Leadership and Nurses Staff variants in Kirkuk city hospitals

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### Abstract:

**Background:** Transactional leadership is a type of leadership that focuses on providing subordinates with incentives to do their best. Characteristics of this leadership style are a clear framework/defined objectives and a focus on reinforcing the status quo. Transactional leaders deal in established processes and procedures that lead to specific outcomes. This approach is especially relevant in contexts such as the healthcare setting, where efficiency and protocol compliance are important.

**Aim:** This study aims to know Effectiveness correlate of Transactional Leadership and Nurses Staff variants in Kirkuk city hospitals, focusing on the relationship between and transactional leadership style and nurses Staff variants among nurses.

**Methods:** A cross-sectional with purposive sampling method design is used in this study from December 2024 to Marce 2025, including 350 nurses from Azadi teaching and Kirkuk teaching hospitals, by using Multifactor questionnaires (MLQ) for assess transactional leadership. Data was gathered through an interview and a questionnaire. Both inferential and descriptive statistical techniques were applied. The data was analyzed through the Statistical Package for Social Sciences (SPSS) version twenty-two.

**Results:** The result of the current study shows that more than half 63.7% were female, and the average age of the studied sample was  $29.7 \pm 6.49$ . (53.2%) graduated with "Bachelor's degrees. Transactional Leadership Style record a moderate evaluation. Results show that weak relationships are accounted between the redistribution of global means of score concerning "Transactional Leadership Style and sociodemographic variable, since no significant contingency coefficients are accounted at  $P > 0.05$ .

**Conclusions:** The study's findings indicate that there are no significant relationships between the transactional leadership style and sociodemographic variable, The sample predominantly comprised early-career nurses with moderate socio-economic status. Evaluation score for transactional leadership were moderate. Results show that weak relationships are accounted between the redistribution of global means of score concerning "Transactional Leadership Style and sociodemographic variable

**Recommendations:** Future nursing leadership initiatives should focus on transactional leadership development and continuous professional growth. This leadership approach is vital for fostering effective healthcare environments.

**Keywords:** Effectiveness, Transactional leadership style, Staff variants, Nurses

## Introduction:

Transactional leaders deal with established processes and procedures that lead to specific outcomes, which makes this approach particularly relevant in contexts like the healthcare industry where efficiency and protocol compliance are important. This means that transactional leadership is a type of leadership that focusses on giving subordinates incentives to do their best. Some characteristics of this leadership style include a clear framework/defined objectives and a focus on reinforcing the status quo (Bilenko, 2021).

Transactional leadership is based on the notion that workers are more motivated when they anticipate receiving rewards for obeying orders and finishing tasks. The use of transactional leadership in nursing has increased as healthcare institutions look to boost productivity and patient outcomes. Nurses are able to concentrate more on giving high-quality care since this ultimately gives patients a systematic approach to what they need to achieve. (Wahyuni et al., 2020).

Transactional leadership encompasses contingent reward and management by exception. The goal of contingent rewards is to give employees a defined goal and an incentive (bonus, recognition, etc.) for meeting performance standards and finishing the task. Management by exception have two types, active and passive. Active management keeps a careful eye on performance and steps in early to address issues, in contrast to passive management, which does nothing until there are indications of danger. In essence, this is a fantastic method to accomplish short-term objectives, but it may eventually reduce involvement and inventiveness. (Algahtany & Bardai, 2019).

At every level and stage of a nurse's career, leadership is fundamental. In recent years, we've realized how much good leadership in nursing impacts not only job satisfaction but also our nurses' well-being, with a cascading effect that could literally improve patient outcomes and healthcare quality. (Almutari & Almutairi, 2023).

The best form of a leader is not one who rules, but one who guides a group towards goals. Bedside

Leadership a new field of leadership, Bedside Leadership focuses on nurses' patient care team clinical decision-making and leadership skills. Importantly, this focuses on each individual nurse leader and their importance and contribution to the healthcare system. Critical thinking, advocacy, and effective communication are essential for clinical leadership (Uy et al., 2023).

Nurses Staff variants like age, gender, and educational background play a key role in shaping transactional leadership styles. Leaders with different backgrounds naturally bring varied approaches to the table, often influenced by their personal experiences and the cultural norms they grew up with. For example, younger leaders might lean toward promoting innovation and flexibility in their methods, while older leaders tend to prioritize structure and discipline. Gender and other sociodemographic elements also contribute to these differences, adding more layers to how leadership styles manifest in practice (Martin, 2015).

This paper seeks to understand the Effectiveness correlate of Transactional Leadership and Nurses Staff variants in Kirkuk city hospitals. It is essential for enhancing healthcare quality by creating a supportive work environment. This study addresses a knowledge gap concerning how leadership styles affect nurses' variants. Its findings can help building hospital policies by advocating for regular leader training, enhancing job satisfaction, reducing turnover rates, and ultimately contributing to more effective patient care. In brief, this paper offer valuable insights into how transactional leadership can significantly improve the performance of healthcare professionals and achieve superior outcomes.

## Subject (Material and method)

A quantitative design was employed in the current study conducted on a participant group between November 2024 and March 2025. The study was carried out at Azadi Teaching hospitals and Kirkuk Teaching Hospital in Kirkuk, Iraq. The sample consisted of 350 nurses, selected through a non-probability (purposive) sampling method. The study aimed to assess the Effectiveness

correlate of Transactional Leadership and Nurses Staff variants in Kirkuk city hospitals. The questionnaire used for data collection comprised a sociodemographic and (MLQ) to assess transactional leadership. The data gathering process was conducted over a period extending from January 6 to March 10. An interview method, was employed to collect the required information. Each nures required approximately 10 to 15 minutes to complete the questionnaire. The objective of the questionnaire was to obtain comprehensive data on the nureses' demographics, multifactor leadership information which consist three subdomin(contingent reward,management by exception active and passive). The content was thoroughly reviewed by subject-matter experts, and adjustments their recommendations. The researcher developed a questionnaire interview form for data collection. A panel of experts assessed the study instruments to ensure content

validity. The reliability of the tools was evaluated using the Cronbach's Alpha method, involving data from the assessment of 10 nurses s to measure the consistency of items within the questionnaire or scale and their ability to evaluate the same construct. The reliability coefficient was determined to be 0.80. The study's findings were analyzed and evaluated using the Statistical Package for the Social Sciences (SPSS) version 25.0, which employs various statistical data analysis methods. Descriptive data analysis was conducted using frequencies, percentages, mean scores (MS), and standard deviations (SD). Inferential data analysis was utilized to draw conclusions. The Binomial test, one sample Chi-Square test and contingency coefficients are among the statistical tests used in inferential data analysis.

**Result:**

**Table (1): Distribution of Hospital's Nurses' Socio-Demographical Characteristic variables with comparisons significant**

SDCv.	Classes	No.	%	C.S. (*) P-value
Gender	Male	127	36.3	P=0.000 HS
	Female	223	63.7	
Age Groups	20 _ 29	212	60.6	$\chi^2 = 299.371$ P=0.000 (HS)
	30 _ 39	106	30.3	
	40 _ 49	24	6.9	
	50 _ 59	8	2.3	
	Mean ± SD	29.76 ± 6.49		
Educational Qualification	Preparatory (Secondary School)	31	8.9	$\chi^2 = 192.857$ P=0.000 (HS)
	Diploma	133	38.0	
	Bachelor's degree (BSc)	169	48.3	
	Postgraduate	17	4.9	
Years of Employment	< 5	152	43.4	$\chi^2 = 140.217$ P=0.000 (HS)
	5 _ 9	130	37.1	
	10 _ 20	51	14.6	
	> 20	17	4.9	
	Mean ± SD	7.20 ± 6.28		
Marital Status	Single	123	35.1	$\chi^2 = 173.663$ P=0.000 (HS)
	Married	214	61.1	
	Widowed	7	2.0	
	Divorced	4	1.1	
	Separated	2	0.6	

(\*) HS: Highly Sig. at P<0.01; Testing based on One-Sample Chi-Square test, and Binomial test. Shaded categories of Marital Status are admixed under other category cases.

Table 1 Concerning socio-demographic data that shown in this table, with respect to "Gender" about two third of studied sampled were from females, since they accounted 223(63.7%), regarding of "Age Groups" most of studied respondents were focused at the first and second age group, since they accounted 318(90.9%), with mean and standard 29.7 yrs., and 6.49 yrs. respectively, more than half of them had graduated "Bachelor's degree, and Postgraduate" educational levels, since they are accounted 286(53.2%), while leftover are distributed between who had graduated diploma, and preparatory secondary school, and they are accounted 133(38.0%), and 31(8.90%) respectively. Years of employment shows that

most of studied sampled were from those who had less than ten years of employment, since they are accounted 282(80.5%), with mean and standard 7.20 yrs., and 6.28 yrs. respectively, and finally most of studied sampled are married, and single, since they are accounted 214(61.1%), and 123(35.1%) respectively. Based on the data present in the table, it can be inferred that the studied sampled nurses' staff has a differentiated SDCv., since most of them were from females, most part of them at the beginning of their working life, nearly they are from the specialists with academic achievement, and among workers they were early years of service, as well as about two third of sampled are married, and about one third are single.

**Table (2): Summary Statistics of Information on Multifactor Leadership (Transactional Leadership Style) Main Domain's Items**

Transactional leadership style's Items	Responses	No.	%	MS	SD	RS%
<b>Contingent Rewards</b>						
1. He/she tells others what to do if they want to be rewarded for their work.	Never	64	18.3	2.79	1.19	55.8 M
	Rarely	73	20.9			
	Sometimes	112	32.0			
	Often	75	21.4			
	Always	26	7.4			
2. He/she provides appealing images about what we can do.	Never	24	6.9	3.27	1.10	65.4 M
	Rarely	52	14.9			
	Sometimes	132	37.7			
	Often	89	25.4			
	Always	53	15.1			
3. He/she makes clear what one can expect to receive when performance goals are achieved.	Never	27	7.7	3.08	1.02	61.6 M
	Rarely	57	16.3			
	Sometimes	159	45.4			
	Often	75	21.4			
	Always	32	9.1			
4. He/she expresses satisfaction when others meet expectations.	Never	12	3.4	3.39	1.00	67.8 M
	Rarely	38	10.9			
	Sometimes	161	46.7			
	Often	84	24			
	Always	55	15.7			
5. He/she rewards the excellent employee appropriately.	Never	24	6.9	3.32	1.10	66.4 M
	Rarely	38	10.9			
	Sometimes	152	43.4			
	Often	73	20.9			

		Always	63	18.0			
<b>Management-by-Exception (Active)</b>							
1. He/she focuses attention on irregularities, mistakes, exceptions, and deviations from standards	Never	41	11.7	3.18	1.24	63.6	M
	Rarely	60	17.1				
	Sometimes	103	29.4				
	Often	88	25.1				
	Always	58	16.6				
2. He/she concentrates his full attention on dealing with mistakes, complaints, and failures.	Never	23	6.6	3.48	1.14	69.6	M
	Rarely	42	12.0				
	Sometimes	102	29.1				
	Often	110	31.4				
	Always	73	20.9				
3. He/she keeps track of all mistakes.	Never	17	4.9	3.47	1.19	69.4	M
	Rarely	71	20.3				
	Sometimes	73	20.9				
	Often	109	31.1				
	Always	80	22.9				
4. He/she directs his attention toward failures to meet standards.	Never	16	4.6	3.46	1.04	69.2	M
	Rarely	40	11.4				
	Sometimes	118	33.7				
	Often	119	34.0				
	Always	57	16.3				
5. He/she Expresses confidence in the achievement of the established goals.	Never	32	9.1	3.35	1.26	67.0	M
	Rarely	62	17.7				
	Sometimes	83	23.7				
	Often	96	27.4				
	Always	77	22.0				
Transactional leadership style's Items	Responses	No.	%	MS	SD	RS%	
<b>Management-by-Exception (Passive)</b>							
1. He/she fails to interfere until problems become serious.	Never	65	18.6	2.75	1.2	55.0	M
	Rarely	87	24.9				
	Sometimes	97	27.7				
	Often	74	21.1				
	Always	27	7.7				
2. He/she waits for things to go wrong before taking action	Never	81	23.1	2.82	1.37	56.4	M
	Rarely	72	20.6				
	Sometimes	76	21.7				
	Often	70	20.0				
	Always	51	14.6				
3. He/she shows that a firm believer in "If it isn't broke don't fix it."	Never	49	14.0	3.04	1.26	60.8	M
	Rarely	68	19.4				
	Sometimes	108	30.9				
	Often	70	20				

	<b>Always</b>	<b>55</b>	<b>15.7</b>			
<b>4. He/she demonstrates that problems must become chronic before he takes action.</b>	<b>Never</b>	<b>38</b>	<b>10.9</b>	<b>3.13</b>	<b>1.26</b>	<b>62.6 M</b>
	<b>Rarely</b>	<b>84</b>	<b>24</b>			
	<b>Sometimes</b>	<b>79</b>	<b>22.6</b>			
	<b>Often</b>	<b>91</b>	<b>26</b>			
	<b>Always</b>	<b>58</b>	<b>16.6</b>			
<b>5. He/she avoids making alterations as long as circumstances evolve naturally.</b>	<b>Never</b>	<b>38</b>	<b>10.9</b>	<b>3.12</b>	<b>1.2</b>	<b>62.4 M</b>
	<b>Rarely</b>	<b>71</b>	<b>20.3</b>			
	<b>Sometimes</b>	<b>100</b>	<b>28.6</b>			
	<b>Often</b>	<b>92</b>	<b>26.3</b>			
	<b>Always</b>	<b>49</b>	<b>14</b>			

Ev.: Evaluated (20.00 – 46.66) Low (L); (46.67 – 73.33) Moderate (M); (73.34– 100) High (H).

**Red color items reversed measuring scale, and that reverse an evaluates score.**

Table (2) regarding the subdomains of “Information on Multifactor Leadership (Transactional Leadership Style)” Results observed that all responses had a moderate evaluation and assigned 15 (100%) items.

**Table (3): Relationships between "Transactional Leadership Style " main Domains and studied respondent's (SDCv.)**

SDCv.	Transactional Leadership Style		
	C.C.	Sig.	C.S.
<b>Gender</b>	<b>0.057</b>	<b>0.286</b>	<b>NS</b>
<b>Age Groups</b>	<b>0.121</b>	<b>0.156</b>	<b>NS</b>
<b>Educational Qualification</b>	<b>0.117</b>	<b>0.185</b>	<b>NS</b>
<b>Years of Employment</b>	<b>0.139</b>	<b>0.077</b>	<b>NS</b>
<b>Marital Status</b>	<b>0.153</b>	<b>0.015</b>	<b>S</b>
<b>Socio-Economic Status</b>	<b>0.112</b>	<b>0.109</b>	<b>NS</b>

(\*) NS: Non-Sig. at P>0.05; S: Sig. at P<0.05; Testing is based on a contingency coefficient.

Table (3) Results show that weak relationships are accounted between the redistribution of global means of score concerning "Transactional Leadership Style " main domains and studied respondents (SDCv.), since no significant contingency coefficients are accounted for at P > 0.05, except for marital status, since significant relationships are accounted for at P < 0.05, with decayed responses concerning married status either for "Transactional Leadership Style"

**Discussion:**

In Table (1) The findings reveal a higher proportion of females nurese compared to males, with two-thirds of the studied sample consisting of female, this outcome is due to the policy of the Iraqi government's Ministry of Higher Education

and Scientific Research to admit the highest number of female students into nursing colleges/Iraqi universities. These findings are consistent with the findings of previous studies conducted by (Omer & Saleh, 2023) A study was conducted in Kirkuk, Iraq, it showed that most of the nurses are female.

The analysis reveals that the majority of the studied sample are from the first and second age groups with means and standard deviations of 29.7 years and 6.49years, respectively. According to the report, this is due to the workload in these places. From the researcher's perspective, the sample collection sites predominantly required younger age groups, due to the high workload and demanding nature of tasks in these hospital

environments. These findings are congruent with previous studies conducted by (Shakor & Salih, 2020) In a study conducted in in Kirkuk, Iraq which revealed that the age group (20-29) was the most common among the different age groups participating in the study.

Approximately more than half of the study participants were graduated with a bachelor's degree, because the sample collection site was among the priorities identified by nursing college graduates, according to the protocols established by the Iraqi Ministry of Health. which aligns with the findings of previous studies conducted by (Shakib, 2024) a study conducted in Bangladeshi, the research delved into the impact of leadership styles on employee performance and job satisfaction, the study found that the majority of participant had Bachelor's degree with percent (48.0%).

By analyzing the findings related to the employment status variable, this study reveals that majority of the participants in the sample had less than ten years of employment, due to the ongoing central appointment and also the support of these sites with a youthful spirit to withstand work pressures. This study is aligned with a previous study conducted by (Lama et al., 2024) a study conducted in Nepal, this study investigates the impact of transformational, transactional, and ethical leadership on employee performance. The high percentage was (80.7%) for the 1–6-year employment.

The majority of studied sampled consisted of married, this outcome is consistent with previous studied conducted by (Alasiry & Alkhaldi, 2024) in Saudi Arabia, which reported that most participants were married.

Table(2) The current outcome offers that all responses regarding the subdomains of "Information on Multifactor Leadership (Transactional Leadership Style)". which were consisted of three subdomains, such that "Contingent rewards, Management-by-Exception (Active), Management-by-Exception (Passive)", all transactional elements had a moderate evaluation.

Regarding the contingent rewards domain The current study show a moderate evaluation of contingent rewards is record because contingent rewards boost short-term performance but may reduce intrinsic motivation, requiring balance for sustainable outcomes, These findings come along with a study conducted by (Ye & Li, 2024) in China, to assess the role of psychological safety and contingent reward leadership, and the contingent reward leadership was playing a moderating effect in their relationships.

Moreover, management by exception (active) transactional leadership also had more than half the influence because an excessive emphasis on error correction can suppress innovation and compromise the effectiveness of healthcare institutions in our hospitals, which aligns with the findings of studs conducted by(Garger et al., 2023) in Island to study investigates the combined effects of transformational and transactional leadership on higher-education students..

Additionally, "Management-by-Exception (Passive) is a passive leadership style that emphasizes delay action and change avoidance that associated with lower team satisfaction and productivity; it also had half the influence due to its delayed response to issues, causing prolonged problems, reduced clarity, and lower team satisfaction, which in turn reduces productivity.

These findings were concurrent with a study by (Bituin & Callo, 2024) in the Philippines that shows passive management by exception is significant only to continuance commitment, and this study aimed to determine the mediating role of change readiness in the relationship between transformational leadership, transactional leadership, and organizational commitment in public elementary schools.

Table (3) Concerning the relationships between "Transactional Leadership Style " main domains and studied respondents' (SDCv.) it shows the weak relationships are accounted for between the redistribution of global means of score concerning "Transactional Leadership Style " main domains and studied respondents' (SDCv.); it could be concluded that redistributed (under/upper) cutoff

points concerning median values of percentile global means of score of "Transactional Leadership Style " main domains had been non-restricted with respondents' SDCv., and that are more reliable for this study because they are less influenced by SDCv variations, due to robust statistical methods and effective questionnaire design that account for diverse respondent characteristics. This agrees with the study conducted by(Mohamed et al., 2023) in Egypt there was a low relationship about the redistribution of global means of score transactional leadership style.

In contrast to these results a study by (Dwiri & Okatan, 2021) in Istanbul, Turkey, and the finding was that the relationship between gender, transformational leadership, and transactional leadership and their effectiveness in the companies was positive, these findings can be primarily interpreted due to differences in leadership style, communication, and cultural values.

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