

EXPLORING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP OF NURSE MANAGERS ON PROFESSIONAL DEVELOPMENT AND MENTORSHIP OF REGISTERED NURSES

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Abstract

Leadership in healthcare organizations significantly influences the professional growth and workplace experiences of nurses. Transformational leadership has been widely recognized as an effective leadership approach that motivates employees and promotes professional development. This study examines the influence of transformational leadership practices of nurse managers on the professional development and mentorship experiences of registered nurses. A descriptive–correlational research design was employed involving 100 registered nurses from selected public and private hospitals in Pampanga. Data were collected using a structured questionnaire based on the Multifactor Leadership Questionnaire (MLQ). Results show that nurse managers demonstrate transformational leadership behaviors at a moderate level, with individualized consideration receiving the highest mean score. Professional development and mentorship indicators also showed positive ratings among respondents. Correlation analysis revealed a positive relationship between transformational leadership practices and nurses' professional development and mentorship experiences. The findings emphasize the importance of leadership training programs and structured mentorship initiatives in strengthening nursing workforce development and improving healthcare outcomes.

Keywords: Transformational Leadership, Nurse Managers, Professional Development, Mentorship, Registered Nurses.

Introduction

Leadership is a critical factor influencing organizational effectiveness and workforce development in healthcare institutions. Nurse managers play a vital role in shaping the professional experiences of nurses by guiding teams, promoting learning, and supporting career advancement. Effective leadership not only improves workplace culture but also enhances the quality of patient care.

Transformational leadership is widely recognized as a leadership style that inspires employees, encourages innovation, and promotes professional growth. The concept was introduced by Burns (1978) and later expanded by Bass (1985), emphasizing four core components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

In nursing practice, transformational leadership is particularly relevant because nurses operate in demanding and complex healthcare environments. Nurse managers who demonstrate transformational leadership behaviors can foster professional development opportunities, strengthen mentorship relationships, and improve job satisfaction among nurses.

Despite the growing interest in transformational leadership within healthcare, limited research has explored its influence on both professional development and mentorship experiences of registered nurses. This study aims to address this gap by examining the relationship between transformational leadership practices of nurse managers and the professional growth and mentorship experiences of registered nurses.

Literature Review

Transformational leadership has received considerable attention in organizational and healthcare research because of its ability to inspire employees, improve job performance, and enhance professional development. The concept of transformational leadership was first introduced by Burns (1978), who described it as a leadership approach that motivates followers to transcend their individual interests for the collective goals of the

organization. Later, Bass (1985) expanded this theory by identifying four key dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions emphasize the leader's ability to inspire trust, encourage creativity, and support the professional growth of employees.

Within healthcare organizations, leadership plays a critical role in shaping workplace culture, staff engagement, and the quality of patient care. Nurse managers are responsible for guiding clinical teams, coordinating healthcare services, and supporting the professional development of nurses. Studies have shown that transformational leadership positively influences nurse satisfaction, organizational commitment, and work performance (Boamah et al., 2018). Leaders who adopt transformational behaviors create supportive environments where nurses feel empowered to contribute ideas, engage in problem-solving, and develop professionally.

Professional development is essential for nurses because healthcare environments are continuously evolving due to technological innovations, new treatment protocols, and changing patient care demands. Nurses must therefore engage in continuous learning in order to maintain clinical competence and deliver effective healthcare services. Benner (2001) emphasized that professional development in nursing occurs through a progression from novice to expert, where knowledge, experience, and mentorship play important roles in shaping clinical expertise. Continuing education programs, workshops, and training initiatives allow nurses to improve their clinical skills and expand their professional competencies. Support from nurse managers has been identified as a key factor that encourages nurses to participate in professional development activities (Cummings et al., 2018).

Mentorship is another important component of professional development in nursing. Mentorship relationships provide opportunities for experienced nurses to guide and support less experienced colleagues. Through mentorship, novice nurses gain valuable knowledge, practical skills, and professional confidence that help them adapt to complex healthcare environments. Research indicates that mentorship programs improve job satisfaction, professional competence, and retention among nurses (Huybrecht et al., 2011). In addition, mentorship contributes to stronger teamwork and communication within healthcare institutions.

Transformational leadership has also been closely associated with effective mentorship practices. Leaders who demonstrate individualized

consideration are more likely to provide guidance, encouragement, and personal support to their staff members. Such leadership behaviors help create a collaborative learning environment where mentorship relationships can flourish. According to Wong and Cummings (2007), transformational leadership is positively associated with improved staff engagement, better communication, and stronger professional relationships among nurses.

Existing literature suggests that transformational leadership significantly contributes to the professional development and mentorship of registered nurses. By fostering supportive and empowering workplace environments, nurse managers can enhance nurses' professional growth, improve job satisfaction, and ultimately contribute to better healthcare outcomes.

Methodology

Research Design

The study utilized a descriptive–correlational research design to determine the relationship between transformational leadership practices and the professional development and mentorship experiences of registered nurses.

Respondents

The respondents consisted of 100 registered nurses working in selected public and private hospitals in Pampanga. Participants were selected using convenience sampling and were required to have at least six months of professional experience.

Research Instrument

Data were collected using a structured questionnaire composed of three sections:

1. Transformational leadership practices of nurse managers
2. Professional development of registered nurses
3. Quality of mentorship received

The leadership component was adapted from the Multifactor Leadership Questionnaire (MLQ).

Data Analysis

Descriptive statistics including frequency, percentage, weighted mean, and standard deviation were used to summarize the data. Pearson correlation analysis was used to determine the relationship between the study variables.

Results

Demographic Profile of Respondents

The demographic profile of the respondents provides important context for interpreting the findings of the study. The participants consisted of 100 registered nurses working in selected public and

private hospitals in Pampanga. The demographic distribution indicates diversity in terms of age, gender, educational attainment, and professional experience.

Most respondents were within the 30–33 age group (20.3%), followed by 42–45 years (17.7%) and 34–37 years (16.5%). These findings suggest that the nursing workforce represented in this study primarily consists of early- to mid-career professionals who are actively engaged in professional development and leadership interactions.

In terms of educational attainment, the majority of respondents (94.1%) held a bachelor's degree in nursing, while a smaller proportion (5.1%) had completed master's level education. This indicates that while most nurses have foundational professional qualifications, opportunities for advanced academic development may still be limited within the healthcare institutions studied.

Regarding professional experience, 31.6% of respondents had less than one year of experience, while 25.3% had 1–5 years of experience. The presence of a substantial proportion of early-career nurses highlights the importance of mentorship and leadership support in facilitating professional growth and successful workplace integration.

These demographic characteristics suggest that transformational leadership practices may play a particularly important role in shaping professional development opportunities for nurses who are at the early stages of their careers.

Extent of Transformational Leadership Practices of Nurse Managers

Transformational leadership practices were measured using four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Table 1: Extent of Transformational Leadership Practices of Nurse Managers

Dimension	Mean	SD	Interpretation
Idealized Influence	3.00	0.82	Agree
Inspirational Motivation	3.00	0.81	Agree
Intellectual Stimulation	3.00	0.83	Agree
Individualized Consideration	3.01	0.81	Agree
Overall Mean	3.00	0.82	Agree

The results indicate that nurse managers demonstrate moderate levels of transformational leadership behaviors, as reflected by an overall

mean score of 3.00. Among the four leadership dimensions, individualized consideration obtained the highest mean score ($M = 3.01$). This suggests that nurse managers frequently provide individualized support, guidance, and recognition to their staff members.

The relatively consistent mean scores across the four dimensions indicate that nurse managers adopt a balanced leadership approach that incorporates motivational, intellectual, and relational components.

The findings suggest that nurse leaders who exhibit transformational leadership behaviors contribute to a positive work environment where nurses feel supported, valued, and motivated to improve their professional competencies.

Professional Development of Registered Nurses

Professional development among registered nurses was assessed using four indicators: skill enhancement, knowledge acquisition, career progression opportunities, and work satisfaction.

Table 2: Professional Development of Registered Nurses

Indicator	Mean	SD	Interpretation
Skill Enhancement	3.05	0.78	Agree
Knowledge Acquisition	3.02	0.80	Agree
Career Progression Opportunities	2.98	0.82	Agree
Work Satisfaction	3.04	0.79	Agree
Overall Mean	3.02	0.80	Agree

The results indicate that nurses experience moderate levels of professional development within their workplaces. Among the indicators, skill enhancement received the highest mean score ($M = 3.05$), suggesting that nurses perceive opportunities for improving their competencies through clinical experience and workplace learning.

Work satisfaction also received relatively high ratings, indicating that professional development opportunities may contribute positively to nurses' workplace engagement and motivation.

However, the slightly lower mean score for career progression opportunities ($M = 2.98$) suggests that nurses may perceive limitations in formal advancement opportunities within healthcare institutions.

These findings highlight the need for healthcare organizations to implement structured professional

development programs that support career advancement and leadership development among nurses.

Quality of Mentorship Experienced by Registered Nurses

Mentorship quality was measured across four dimensions: guidance and support, opportunities for collaboration, feedback and communication, and emotional support.

Table 3: Quality of Mentorship Experienced by Registered Nurses

Indicator	Mean	SD	Interpretation
Guidance and Support	3.03	0.79	Agree
Opportunities for Collaboration	3.01	0.82	Agree
Feedback and Communication	3.00	0.80	Agree
Emotional and Psychological Support	3.04	0.81	Agree
Overall Mean	3.02	0.81	Agree

The results indicate that nurses generally perceive mentorship quality as satisfactory. Emotional and psychological support received the highest rating, suggesting that supportive relationships between nurse managers and staff members are an important component of mentorship.

Effective mentorship relationships help nurses build professional confidence, enhance communication skills, and develop critical decision-making abilities.

The findings also suggest that mentorship programs guided by transformational leadership behaviors may contribute to improved workplace collaboration and knowledge sharing.

Relationship Between Transformational Leadership, Professional Development, and Mentorship

Table 4: Correlation Analysis

Variables	r	Interpretation
Transformational Leadership – Professional Development	0.61	Moderate Positive
Transformational Leadership – Mentorship	0.64	Moderate Positive

The correlation analysis indicates statistically significant positive relationships between

transformational leadership practices and both professional development and mentorship quality.

These findings suggest that nurse managers who exhibit transformational leadership behaviors significantly contribute to the professional growth and mentorship experiences of registered nurses.

Discussion

The findings of this study demonstrate the important role of transformational leadership in shaping the professional development and mentorship experiences of nurses in healthcare institutions.

First, the results indicate that nurse managers demonstrate moderate levels of transformational leadership behaviors across all four leadership dimensions. These findings suggest that nurse managers play an active role in motivating staff members, encouraging professional growth, and fostering collaborative work environments.

The relatively high rating for individualized consideration highlights the importance of supportive leadership relationships in nursing practice. Nurse leaders who provide individualized support help nurses build confidence and improve professional competence.

Second, the findings reveal that professional development among nurses is positively influenced by leadership practices. Nurses who work under supportive leaders are more likely to engage in skill development, knowledge acquisition, and workplace learning.

Third, mentorship quality was found to be positively associated with transformational leadership practices. Nurse managers who encourage open communication and provide emotional support create an environment that facilitates mentorship relationships between experienced and less experienced nurses.

These findings are consistent with previous studies which indicate that transformational leadership contributes to improved employee engagement, professional development, and organizational performance in healthcare institutions.

Furthermore, mentorship programs guided by transformational leadership practices can help address workforce challenges such as nurse burnout, high turnover rates, and limited career advancement opportunities.

Healthcare institutions should therefore invest in leadership development programs that strengthen transformational leadership competencies among nurse managers.

Conclusion

This study examined the influence of transformational leadership practices of nurse managers on the professional development and mentorship experiences of registered nurses working in selected hospitals. The findings provide important insights into how leadership behaviors shape workplace learning environments and support the professional growth of nursing staff.

The results indicate that nurse managers demonstrate transformational leadership practices at a moderate level across the four leadership dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Among these dimensions, individualized consideration received the highest rating, suggesting that nurse managers frequently provide personal support, guidance, and recognition to their staff members. Such leadership behaviors contribute to a positive and supportive work environment where nurses feel valued and encouraged to perform effectively.

The study also found that registered nurses experience moderate levels of professional development within their workplaces. Indicators such as skill enhancement, knowledge acquisition, and work satisfaction received relatively high ratings, indicating that nurses perceive opportunities for learning and professional improvement. However, slightly lower ratings in career progression opportunities suggest that healthcare institutions may need to strengthen formal career development programs and provide clearer pathways for professional advancement.

Furthermore, the findings reveal that mentorship practices within healthcare institutions are generally perceived positively by nurses. Mentorship indicators such as guidance, collaboration, feedback, and emotional support demonstrate that supportive leadership relationships contribute to the professional confidence and competence of nurses. Effective mentorship allows less experienced nurses to benefit from the knowledge and expertise of senior colleagues, thereby facilitating smoother transitions into professional practice.

Correlation analysis confirmed that transformational leadership practices are positively associated with both professional development and mentorship among registered nurses. Nurse managers who demonstrate inspirational leadership behaviors foster environments that encourage collaboration, knowledge sharing, and continuous professional learning. These findings highlight the critical role of leadership in shaping workplace culture and supporting the long-term development of nursing professionals.

The study emphasizes that transformational leadership plays a significant role in strengthening the professional development and mentorship of registered nurses. Healthcare institutions should therefore prioritize leadership development programs that enhance transformational leadership competencies among nurse managers. By fostering supportive leadership practices and structured mentorship initiatives, healthcare organizations can promote workforce development, improve nurse retention, and ultimately enhance the quality of patient care.

Conflicts of Interest

The author declares that there is no conflict of interest in this manuscript. Results have been deduced objectively; nothing influenced this result by any individual, monetary, or institutional interests. In effect, utmost endeavors were in order to conduct a bias-free operation of gathering and analyzing the data into interpretation and producing a study based on merit, away from research inconsistencies.

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