**Literature Review Matrix Template**

References (complete APA format): Peer reviewed? What are the main ideas or themes from How do these main themes

Yes or No this article? relate to your Capstone problem?

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| --- | --- | --- | --- |
| 1. Kitsios, F., & Kamariotou, M. (2023). Leadership and Job Satisfaction in the Public Healthcare Sector: An Empirical Analysis of Employees’ Motivations. *Proceedings of the European Conference on Management, Leadership & Governance*, 198–204. | Yes | Healthcare personnel  Human resources  Incentives  Employee motivation  Positive environment |  |
| 1. Muhammad Ibrahim Abdullah, Dechun Huang, Muddassar Sarfraz, Larisa Ivascu, & Amir Riaz. (2021). Effects of internal service quality on nurses’ job satisfaction, commitment and performance: Mediating role of employee well‐being. *Nursing Open*, *8*(2), 607–619. https://doi.org/10.1002/nop2.665 | Yes | employee commitment employee–nurse satisfaction health care  internal service quality  well‐being |  |
| 1. Hulooka, H. M., Awofeso, A., & Hammerschmidt, M. (2021). An Empirical Study of the Relationship between Leadership Styles and Innovation Culture among Professional Employees in Healthcare Sector. *International Journal of Management Cases*, *23*(1), 17–40. | Yes | Leadership  Healthcare managers  Professional employees Shared leadership  Medical personnel Transformational leadership  Transactional leadership  Organizational & Innovative culture |  |
| 1. Saeed, H., Som, H. M., Mahmood, R., & Hamid, H. (2023). Organizational innovation and leadership styles in healthcare with the mediating role of organizational culture. *Journal of Health Administration*, *25*(4), 69–86. | Yes | [**LEADERSHIP**](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [CORPORATE culture](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [ORGANIZATIONAL change](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [SUPERVISORS](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [TRANSFORMATIONAL **leadership**](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [PHYSICIANS](https://eds.p.ebscohost.com/eds/detail/detail?vid=2&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) |  |
| 1. Stander, F. W., de Beer, L. T., & Stander, M. W. (2015). Authentic leadership as a source of optimism, trust in the organisation and work engagement in the public health care sector. *South African Journal of Human Resource Management*, *13*(1), 1–12. https://doi.org/10.4102/sajhrm.v13i1.675 | Yes | \*[**Leadership**](javascript:__doLinkPostBack('','ss~~DE%20%22Leadership%22%7C%7Csl~~rl','');) \*[Attitudes toward work](javascript:__doLinkPostBack('','ss~~DE%20%22Attitudes%20toward%20work%22%7C%7Csl~~rl','');) \*[Employee attitudes](javascript:__doLinkPostBack('','ss~~DE%20%22Employee%20attitudes%22%7C%7Csl~~rl','');) [Public **health**](javascript:__doLinkPostBack('','ss~~DE%20%22Public%20health%22%7C%7Csl~~rl','');) [Optimism](javascript:__doLinkPostBack('','ss~~DE%20%22Optimism%22%7C%7Csl~~rl','');) |  |
| 1. M. A., B., & M., A. (2021). Role of Leadership Style in Enhancing Health Workers Job Performance. *Polish Journal of Management Studies*, *24*(2), 55–66. https://doi.org/10.17512/pjms.2021.24.2.04 | Yes | [**LEADERSHIP**](javascript:__doLinkPostBack('','ss~~DE%20%22LEADERSHIP%22%7C%7Csl~~rl','');) [JOB performance](javascript:__doLinkPostBack('','ss~~DE%20%22JOB%20performance%22%7C%7Csl~~rl','');) [TRANSFORMATIONAL **leadership**](javascript:__doLinkPostBack('','ss~~DE%20%22TRANSFORMATIONAL%20leadership%22%7C%7Csl~~rl','');) [MULTIPLE regression analysis](javascript:__doLinkPostBack('','ss~~DE%20%22MULTIPLE%20regression%20analysis%22%7C%7Csl~~rl','');) [**MEDICAL** personnel](javascript:__doLinkPostBack('','ss~~DE%20%22MEDICAL%20personnel%22%7C%7Csl~~rl','');)  Transactional leadership |  |
| 1. Alloubani, A., Akhu-Zaheya, L., Abdelhafiz, I. M., & Almatari, M. (2019). Leadership styles’ influence on the quality of nursing care. *International Journal of Health Care Quality Assurance (09526862)*, *32*(6), 1022–1033. https://doi.org/10.1108/IJHCQA-06-2018-0138 | Yes | [**Leadership**](javascript:__doLinkPostBack('','ss~~DE%20%22Leadership%22%7C%7Csl~~rl','');) [Nursing quality](javascript:__doLinkPostBack('','ss~~DE%20%22Nursing%20quality%22%7C%7Csl~~rl','');) [Patient satisfaction](javascript:__doLinkPostBack('','ss~~DE%20%22Patient%20satisfaction%22%7C%7Csl~~rl','');) [Quality **healthcare**](javascript:__doLinkPostBack('','ss~~DE%20%22Quality%20healthcare%22%7C%7Csl~~rl','');) [Quality management](javascript:__doLinkPostBack('','ss~~DE%20%22Quality%20management%22%7C%7Csl~~rl','');) |  |
| 1. Frederick W. Stander, Leon T. de Beer, & Marius W. Stander. (2015). Authentic leadership as a source of optimism, trust in the organisation and work engagement in the public health care sector. *SA Journal of Human Resource Management*, *13*(1), e1–e12. https://doi.org/10.4102/sajhrm.v13i1.675 | Yes | \*[**Leadership**](javascript:__doLinkPostBack('','ss~~DE%20%22Leadership%22%7C%7Csl~~rl','');) \*[Attitudes toward work](javascript:__doLinkPostBack('','ss~~DE%20%22Attitudes%20toward%20work%22%7C%7Csl~~rl','');) \*[Employee attitudes](javascript:__doLinkPostBack('','ss~~DE%20%22Employee%20attitudes%22%7C%7Csl~~rl','');) [Public **health**](javascript:__doLinkPostBack('','ss~~DE%20%22Public%20health%22%7C%7Csl~~rl','');) [Optimism](javascript:__doLinkPostBack('','ss~~DE%20%22Optimism%22%7C%7Csl~~rl','');) |  |
| 1. Elshout, R., Scherp, E., & Van der Feltz-Cornelis, C. M. (2013). Understanding the link between leadership style, employee satisfaction, and absenteeism: a mixed methods design study in a mental health care institution. *Neuropsychiatric Disease & Treatment*, *9*, 823–837. https://doi.org/10.2147/NDT.S43755 | Yes | [JOB satisfaction](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [**LEADERSHIP**](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [JOB absenteeism](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [MENTAL **health** services](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [QUANTITATIVE research](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) [QUALITATIVE research](https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0bd19a81-ae5a-478a-8489-a7668ebaa500%40redis&bdata=JkF1dGhUeXBlPXNoaWImc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl) |  |
| 1. Williams, D. J., & Hourd, P. C. (2004). Business models and leadership styles in small medical device and bio-science businesses - examples in a region and their implications. *The 26th Annual International Conference of the IEEE Engineering in Medicine and Biology Society, Engineering in Medicine and Biology Society, 2004. IEMBS ’04. 26th Annual International Conference of the IEEE, Engineering in Medicine and Biology, EMBS*, *2*, 5131–5134. https://doi.org/10.1109/IEMBS.2004.1404424 | Yes | [Bioengineering](javascript:__doLinkPostBack('','ss~~DE%20%22Bioengineering%22%7C%7Csl~~rl','');) [Business](javascript:__doLinkPostBack('','ss~~DE%20%22Business%22%7C%7Csl~~rl','');) [Portfolios](javascript:__doLinkPostBack('','ss~~DE%20%22Portfolios%22%7C%7Csl~~rl','');) [Manufacturing](javascript:__doLinkPostBack('','ss~~DE%20%22Manufacturing%22%7C%7Csl~~rl','');) [Engineering management](javascript:__doLinkPostBack('','ss~~DE%20%22Engineering%20management%22%7C%7Csl~~rl','');) [Intellectual property](javascript:__doLinkPostBack('','ss~~DE%20%22Intellectual%20property%22%7C%7Csl~~rl','');) [Companies](javascript:__doLinkPostBack('','ss~~DE%20%22Companies%22%7C%7Csl~~rl','');) [Risk management](javascript:__doLinkPostBack('','ss~~DE%20%22Risk%20management%22%7C%7Csl~~rl','');) [Costs](javascript:__doLinkPostBack('','ss~~DE%20%22Costs%22%7C%7Csl~~rl','');) [Senior members](javascript:__doLinkPostBack('','ss~~DE%20%22Senior%20members%22%7C%7Csl~~rl','');) [Biomedical engineering](javascript:__doLinkPostBack('','ss~~DE%20%22Biomedical%20engineering%22%7C%7Csl~~rl','');) [**health** **care** products](javascript:__doLinkPostBack('','ss~~DE%20%22health%20care%20products%22%7C%7Csl~~rl','');) [Business model](javascript:__doLinkPostBack('','ss~~DE%20%22Business%20model%22%7C%7Csl~~rl','');) [**leadership** **style**](javascript:__doLinkPostBack('','ss~~DE%20%22leadership%20style%22%7C%7Csl~~rl','');) [small businesses](javascript:__doLinkPostBack('','ss~~DE%20%22small%20businesses%22%7C%7Csl~~rl','');) |  |
| 1. Brown, A., Eatock, J., Dixon, D., Meenan, B. J., & Anderson, J. (2008). Quality and continuous improvement in medical device manufacturing. *TQM Journal*, *20*(6), 541–555. https://doi.org/10.1108/17542730810909329 | Yes | [**Leadership**](javascript:__doLinkPostBack('','ss~~DE%20%22Leadership%22%7C%7Csl~~rl','');) [Lean production](javascript:__doLinkPostBack('','ss~~DE%20%22Lean%20production%22%7C%7Csl~~rl','');) [**Medical** appliances](javascript:__doLinkPostBack('','ss~~DE%20%22Medical%20appliances%22%7C%7Csl~~rl','');) [Six sigma](javascript:__doLinkPostBack('','ss~~DE%20%22Six%20sigma%22%7C%7Csl~~rl','');) [Total quality management](javascript:__doLinkPostBack('','ss~~DE%20%22Total%20quality%20management%22%7C%7Csl~~rl','');) |  |
| 1. Ahmed, F., Naqshbandi, M. M., Kaur, S., & Ng, B. K. (2018). Roles of leadership styles and relationship-based employee governance in open service innovation: Evidence from Malaysian service sector. *Leadership & Organization Development Journal*, *39*(3), 353–374. https://doi.org/10.1108/LODJ-08-2017-0225 | Yes | **leadership** **styles**,  employee governance,  innovation,  awareness  healthcare sector  medical professionals |  |
| 1. Tahir, S., & Nasir, M. (2021). Leadership styles and employee performance: The mediating role of job satisfaction. International Journal of Human Resource Studies, 11(1), 139-157. | No | Leadership styles  Employee motivation  Job satisfaction  Work performance  Quantitative approach |  |
| 1. Cummings, G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., & Stafford, E. (2018). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. In B. E. N. Moloney-Harmon (Ed.), Annual Review of Nursing Research, Volume 36: Emerging Areas of Research in Nursing. Springer Publishing Company. | No | Work environments  Wellbeing  Staff satisfaction  Productivity  Staff relationships  Transformational leadership  Relational leadership  Nursing workforce |  |
| 1. Ali, S., & Malik, M. N. (2020). Impact of transformational and transactional leadership on job performance and satisfaction among employees in the manufacturing sector. Management & Marketing Challenges for the Knowledge Society, 15(1), 220-236. | No | Transformational leadership  Transactional leadership  Employee performance  Job satisfaction |  |