

The Impact of Leadership Styles on Staff Nurses' Turnover Intentions

¹Aisha Naseer*, ²Kousar Perveen, ³Muhammad Afzal, ⁴Ali Waqas,
⁵Prof. Dr. Syed Amir Gillani

¹Post RN Student, Lahore School of Nursing, The University of Lahore, Pakistan

²Lecturer, Lahore School of Nursing, The University of Lahore, Pakistan

³Principal, Lahore School of Nursing, The University of Lahore, Pakistan

⁴Visiting Lecturer, Lahore School of Nursing, The University of Lahore, Pakistan

⁵Dean Faculty of Allied Health Sciences, The University of Lahore, Pakistan

*Corresponding author's email: ayeshanaseer66@gmail.com

DOI: 10.6007/IJARBSS/v7-i12/3702 URL: <http://dx.doi.org/10.6007/IJARBSS/v7-i12/3702>

Abstract

Introduction: Head nurses are the important part of administration. The responsibilities of head nurses are to manage the nurses properly and provide the best quality of care to the patients. The provision of the supportive leadership can retain the employees in the long run and better health care services can be ensured.

Purpose: The purpose of the current study is to illuminate the effect of leadership styles of head nurses on staff nurses' turnover.

Method: The study is of explanatory and quantitative study design. The cross-sectional survey technique was used. The 21 items questionnaire was used and distributed to 153 nurses of the Ittefaq hospital Lahore, Pakistan to assess the impact of head nurse's leadership styles on staff nurse's turnover intentions.

Results & Conclusion: The results show that 35.5% variation in the dependent variable is explained by the independent variables. However, the current study results indicate that transactional leadership style has significant positive relationship with turnover intentions and transformational leadership style has significant negative relationship with nurses' turnover intention. Therefore, head nurses of the private hospitals should use the transformational leadership style to overcome the issue of nurses' turnover.

Keywords: Transactional leadership, transformational leadership, Turnover intention.

Introduction

Nurse is a trained person which provides care to the sick and injured people especially in the hospital. All health institutes (hospitals) need trained highly experienced and efficient nurses which provide the effective care to the patients. Hospital is an institute which delivers medical, surgical treatment and nursing care to the sick and injured person. In a hospital, head nurse is one who directly responsible for the supervision of the clinical aspects of nursing cares. A head nurse has to play different roles at a time (Hunt, 2009). Like a leader, an educator,

charge nurse, and lot of many other roles which she performs. When head nurses manage the departments and employees they work like a leader and use different leadership styles (Negussie & Demissie, 2013). Leadership leads the followers by influencing and motivating to achieve the desired outcomes. They utilize administration with change values under actions, visions under realities, obstacles under innovations, separateness under solidarity, and dangers under remunerates (Perez, 2014).

There are various leadership styles which head nurses use to manage their nurses duty and many other problems in the hospitals (Negussie & Demissie, 2013). First and foremost is transformational leadership style in which a leader motivates the subordinates and give attention to the subordinate after knowing the strength and weakness on the job (Perez, 2014). However, there are four component of transformational leadership which are individualize consideration, intellectual stimulation, inspirational motivation, and idealized influenced (Perez, 2014). Another leadership style is transactional Leadership which emphasize on the consistence and includes animated order to disappointment to go along for standards. This leadership styles keep the employees with respect to structure, part expectations; also possibilities will prize staff (Perez, 2014).

Furthermore, intention to turnover is a thought process in which a person decides to leave their job or organization due to some reasons (Perez, 2014). Nurses' turnover is an unwanted trend for healthcare providers. It is a common problem and every health institute is facing it and ultimately influence the performance of healthcare (Hunt, 2009). Similarly, turnover of nurses is seen almost in all health organization. There are many reasons for leaving the job in nursing profession e.g. workload, work place environment but the poor leadership style is dominant (Al-Hussami et al., 2014). In addition, turnover intentions occur when an employ do not satisfy with job, manager or organization. Moreover, nurses' dissatisfaction from their job direct lead to leaving the job from nursing profession which frequently generates staff nurses deficiency increases extra time, and increased dissatisfaction among patients etc. (Masum et al., 2016). By adopting an effective leadership style head nurses can provide good and favorable environment to staff nurses in which they become satisfy with their job, profession and intent to stay in an organization (Perez, 2014).

The current study investigates both leadership styles (transactional and transformational) to analyze which leadership style is more effective to overcome the issue of the turnover among the nursing care.

Problem statement

Head nurses play an important role in the health institute and the leadership style of the head nurses has significant effect on the nurse's work outcomes. In Ittefaq hospital Lahore, Pakistan nurses' turnover rate is very high and they are found concerned about the head nurse's way of dealing with them. This increasing rate of turnover becomes the reason of several issues like shortage of nurses, work load and cost of hiring etc. Thus this study aims to investigate the effective leadership style of the head nurses so that the hospital can overcome the issue of the nurse's turnover as study mentions that head nurses can play a key role to retain the key employees in an institute (Perez, 2014).

Significance

The importance of this study is that it suggests the effective leadership style to retain the nursing staff in the hospitals. The result of this study will enhance the knowledge of the head nurses about the effective leadership style to avoid the turnover of nurses. The study will be helpful for the reduction of the turnover among the private hospitals. Likewise, this study results can be used to reduce the turnover in the public hospitals as well. This study will also be helpful for the hospital administration and government policy makers while making the strategies to improve the nurses' work outcomes.

Objective

The objectives of this study are given in the following:

- 1- To investigate the relationship between transactional leadership style and staff nurse's turnover intentions of Ittefaq hospital Lahore, Pakistan.
- 2- To investigate the relationship between transformational leadership style and staff nurse's turnover intentions of Ittefaq hospital Lahore, Pakistan.

Literature Review

The hospital administration uses different strategies to accomplish the organization goals and objectives. They achieve these objectives with the help of the leaders inside the organization and leaders play an important role to attain these goals (Afzal et al., 2016) and the turnover of the employees is the principle (Hunt, 2009). However, there are a lot of elements which have impact on the nurse's turnover but studies suggest that the leadership has the greatest one. Head nurses' plays different roles like an educator, as a leader, clinical expertise, and highly respected by peers (Perez, 2014). The head nurses manage the teams and department, so the head nurse's leadership style may provide the good working environment and respect to the nurses (Suehs, 2015). The study noted that leadership styles have influence on staff nurses job retention (Abdelhafiz et al., 2015).

Transactional leadership style emphasizes on the whole work and completion of the tasks (Burns, 1978). Hence, transactional leadership motivates others to follow the well organized and systematic approach and complete the responsibilities (Ahmad et al., 2012). Similarly, the study noted that leadership may become the reason of employees' increasing rate of resignations (Morrow et al., 2005). In addition, employees who work for just boss's instruction show higher level of turnover intention. Similarly, ineffective leadership style results in the higher rate of turnover (Gwavuya, 2011). However, The study depicts the gap in the literature regarding the issue of leadership style and the turnover and results show that there is negative relationship between transformational leadership style and turnover, however, the positive relationship between transactional leadership style (passive management and management by exception) and turnover (Garg & Ramjee, 2013).

The study mentions that the nurses' turnover is the challenge for hospital's management and due to higher turnover the overall quality of the healthcare services (Al-Hussami et al., 2014). Likewise, the study noted that nurses' turnover intentions can be decreased by utilizing an effective leadership style (Abdelhafiz et al., 2015). Perez (Perez, 2014) mentioned that head

nurse's leadership style has significant relationship with nurses' turnover. Moreover, transformational leadership style is more effective leadership style than the transactional leadership style.

Furthermore, the study investigated the relationship of head nurse's leadership styles with staff nurses' retention and the results depicts that transformational leadership style has significant positive relationship with nurse's retention (Eisler, 2009). However, the study determines that the leadership support have positive effect on the employee's retention (Masum et al., 2016).

Conceptual Model

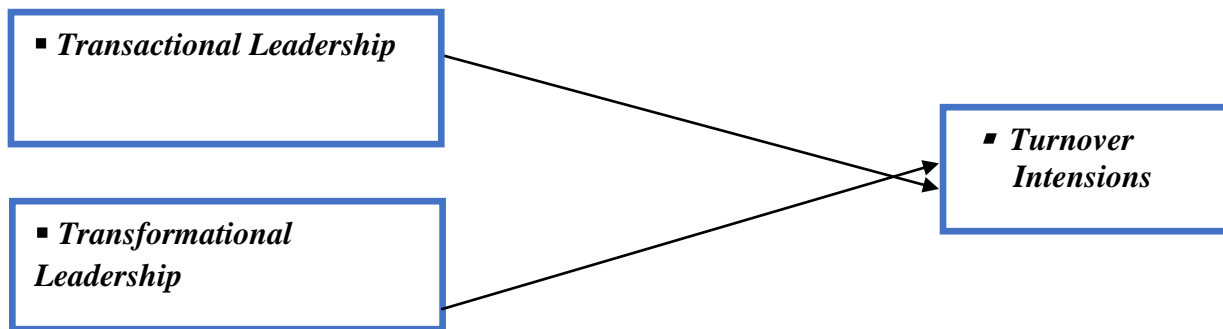


Figure 1: Conceptual model Leadership styles and nurses' turnover
Research Hypothesis

H1.a: There is no positive relationship between Transactional leadership and nurses' turnover.

H1.b: There is positive relationship between Transactional leadership and nurses' turnover.

H2.a: There exists no relationship between Transformational leadership and nurses' turnover.

H2.b: There exists negative relationship between Transformational leadership and nurses' turnover.

Figure 1 represents the hypothesis of the present study which was developed. The model represents H1 and H2 as the direct effects of transformational leadership and transactional leadership style on nurse's turnover intentions. H1.a signifies there is no positive relationship between Transactional leadership and nurses' turnover. On the other hand H1.b presents the There is positive relationship between Transactional leadership and nurses' turnover. Similarly, H2.a show there exists no relationship between Transformational leadership and nurses' turnover alternatively H2.b present there exists negative relationship between Transformational leadership and nurses' turnover.

Methodology

In the current study, quantitative and cross-sectional survey designed used to assess the impact of the head nurses' leadership styles on the staff nurses' turnover. The data was collected from the Ittefaq Hospital Lahore through convenient sampling and self-administered questionnaire were distributed to the 200 staff nurses and 153 staff nurses returned the

questionnaire which generates the response rate of 76% (total staff nurses=250). This study was conducted after taking the permission from Principal Lahore School of Nursing, The University of Lahore. The require information was provided to the participants during collecting the data and confidentiality of the data was ensured. A well-constructed 5-point Likert scale questionnaire was used in this study. Transactional, transformational leadership style were measured with five and twelve items respectively which were adopted from Hartog et al. (1994) and turnover intentions consists of four items which adopted from Sanders (Sanders and Roefs, 2002). In this study, SPSS 21 was used to apply the descriptive, correlation, reliability and validity and regression tests.

Results

Descriptive analysis

Table 1: Demographic

| | Group | Frequency | Percent |
|--------------------------------|--------------------|-----------|---------|
| Gender | Female | 153 | 100.0 |
| | | | |
| Age | 20-25 Yrs. | 81 | 52.9 |
| | 26-30yrs | 57 | 37.3 |
| | 31-35yrs | 11 | 7.2 |
| | 36-40yrs | 4 | 2.6 |
| | | 153 | 100.0 |
| Stay in an Organization | less than one year | 49 | 32.0 |
| | 1-5 yrs. | 79 | 51.6 |
| | 6-10yrs | 20 | 13.1 |
| | Above 10 yrs. | 5 | 3.3 |
| | | 153 | 100.0 |
| Qualification | Nursing diploma | 102 | 66.7 |
| | Specialization | 29 | 19.0 |
| | Post RN | 12 | 7.8 |
| | BSN | 10 | 6.5 |
| | Total | 153 | 100.0 |
| | | | |

Above table 1 depicts that the total participant of the study was 153 and all were female. Mostly participant 138(90.2%) were belong to the young age group < 30 years, 11(7.2%) participants were from 31-35years age group and the only 4(2.6%) candidates were above 35 years of age. Second demographic variable is stay in organization, result shows that 128(83.6%) of respondents have less than 5 years stay in organization and only 25(16.4%) members had

experience of above 5 years in the organization. Similarly, the results of qualifications reveal that 131(85.7%) nurses were under graduate and the only 22(14.3%) did graduation.

Correlation analysis

Table 2: Correlations

| | | transactional | Turnover | TFL2 |
|---------------|---------------------|---------------|----------|---------|
| Transactional | Pearson Correlation | 1 | .586** | -.293** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 153 | 153 | 153 |
| Turn-over | Pearson Correlation | .586** | 1 | -.295** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 153 | 153 | 153 |
| TFL2 | Pearson Correlation | -.293** | -.295** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 153 | 153 | 153 |

Table 2 indicates the correlation between the transactional leadership style, transformational leadership and turnover intentions. The results show that transactional leadership style has significant ($p < .05$) positive correlation ($r = .586^{**}$) with turnover intentions, but the transformational leadership style and turnover intentions have a significant negative correlation ($-.293$, $P < .05$).

Regression analysis

Table 3: Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .603 ^a | .364 | .356 | .272 | .364 | 42.931 | 2 | 150 | .000 | 1.453 |

a. Predictors: (Constant), TFL2, transactional

b. Dependent Variable: turnover

Table 3 indicates the relationship among leadership styles and turnover intentions. The results show the .356 value of adjusted R Square which depicts that 35% of total variation in the dependent variable (turnover intentions) is clarified by the leadership styles. In addition, $F = 42.931$ and $P < 0.05$ shows that the present model is significant as it causes the changes in the dependent variable. Moreover, Durbin Watson vale is 1.453 which is near to 2 which shows the goodness of model.

Table 4: ANOVA^a

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 6.371 | 2 | 3.185 | 42.931 | .000 ^b |
| | Residual | 11.129 | 150 | .074 | | |
| | Total | 17.500 | 152 | | | |

a. Dependent Variable: turn_over

b. Predictors: (Constant), TL2, transactional

Table 4 show the results that the research model of the current study is fit and significant ($P < 0.05$).

Table 5; Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | |
|-------|-----------------------------|------------|---------------------------|-------|--------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 1.016 | .383 | | 2.653 | .009 |
| | Transactional | .637 | .081 | .539 | 7.883 | .000 |
| | TL2 | -.070 | .032 | -.153 | -2.237 | .027 |

a. Dependent Variable: turnover

Table 5 shows that the increase in one unit of the transactional leadership style cause the significant positive ($P < 0.05$, $t = 7.883$) change of .637 in the nurses' turnover. Similarly, the increase of one unit of transformational leadership style cause the reduction of -.07 ($P < 0.05$, $t = -2.237$) in nurse's turnover intention.

Discussion and Conclusion

The current study investigates the impact of head nurse's leadership styles on the nurses' turnover among the private hospitals of Lahore, Pakistan. The results in table 2 depicts the significant positive correlation between head nurse's transactional leadership style and nurses' turnover and significant negative relationship between head nurse's transformational leadership style and turnover. Thus, head nurses ensure the support, equity, and trust inspiration to the junior nurses so that the issue of nurses' turnover can be reduced to provide the quality healthcare service to the patients. Furthermore, nurse's managers must be aware about the effective leadership styles in their setting. Based on current study results transactional leadership style is least effective then the transformational leadership style.

Limitations

This study found many limitations;

- ✓ Time duration was too short.
- ✓ This study focuses only in one private sector.
- ✓ The issue of the accessibility for data collection exists.

- ✓ The respondent of the study has very careless attitude regarding filling questionnaire.
- ✓ Participant of study have no idea about the importance of the filling questionnaire sincerely.

Recommendations

Recommendations are following for this study in future.

- ✓ Further studies should consider other public hospitals of various cities.
- ✓ Further studies should compare among government and private sectors.
- ✓ Head nurses should be aware about effective leadership styles for retaining their nurses in nursing profession.
- ✓ Other factors like domestic issues, work environment, organizational system should be checked that may affect the nurses' turnover.

References

- Abdelhafiz, I. M., Mah'd Alloubani, A., Klaledeh, M., Mutari, N., & Almkhtar, M. M. (2015). Impact of leadership styles among head nurses on level of job satisfaction among staff nurses. *European Scientific Journal, ESJ, 11*(10).
- Afzal, M., Waqas, A., Farooq, A., & Hussain, M. (2016). The Impact of Transformational Leadership Style on Nurse's Self-Esteem of Public Hospitals of Lahore Pakistan. *International Journal of Social Sciences and Management, 3*(4), 287-293.
- Al-Hussami, M., Darawad, M., Saleh, A., & Hayajneh, F. A. (2014). Predicting nurses' turnover intentions by demographic characteristics, perception of health, quality of work attitudes. *International journal of nursing practice, 20*(1), 79-88.
- Burns, J. M. (1978). *leadership*. NY: Harper & Row.
- Den Hartog, D., Van Muijen, J., & Koopman, P. (1994). Leiderschap: Een analyse van de MLQ in de Nederlandse situatie. *Gedrag en Organisatie, 7*, 155-166.
- Eisler, K. (2009). *The leadership practices of nurse managers and the association with nursing staff retention and the promotion of quality care in two Saskatchewan hospitals*. University of Toronto.
- Garg, A. K., & Ramjee, D. (2013). The relationship between leadership styles and employee commitment at a parastatal company in South Africa. *The International Business & Economics Research Journal (Online), 12*(11), 1411.
- Gul, S., Ahmad, B., Rehman, S. U., Shabir, N., & Razzaq, N. (2012). *Leadership styles, turnover intentions and the mediating role of organisational commitment*. Paper presented at the Information and Knowledge Management.
- Gwavuya, F. (2011). Leadership influences on turnover intentions of academic staff in institutions in Zimbabwe. *Academic leadership journal, 9*(1), 1-15.
- Hunt, S. T. (2009). Nursing turnover: costs, causes, and solutions. *Success Factors for Healthcare, 1-12*.
- Masum, A. K. M., Azad, M. A. K., Hoque, K. E., Beh, L.-S., Wanke, P., & Arslan, Ö. (2016). Job satisfaction and intention to quit: an empirical analysis of nurses in Turkey. *PeerJ, 4*, e1896.

- Morrow, P. C., Suzuki, Y., Crum, M. R., Ruben, R., & Pautsch, G. (2005). The role of leader-member exchange in high turnover work environments. *Journal of managerial Psychology, 20*(8), 681-694.
- Negussie, N., & Demissie, A. (2013). Relationship between leadership styles of Nurese managers and nurses' job satisfaction in Jimma University Specialized Hospital. *Ethiopian journal of health sciences, 23*(1), 50-58.
- Perez, J. W. L. (2014). Impact of Nurse Managers' Leadership Styles on Staff Nurses' Intent to Turnover.
- Sanders, K., & Roefs, A. (2002). Maatschappelijk verantwoord ondernemen en de binding van medewerkers. *Gedrag en Organisatie, 15*(2), 94-105.
- Suehs, D. (2015). Emotional Intelligence and Employee Engagement: A Quantitative Study to Explore the Relationship between the Emotional Intelligence of Frontline Managers and Supervisors and the degree of Employee Engagement of their Direct Reports in a Tertiary Care Health Care Setting.