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Nurse Managers' Leadership Style and Retention of Registered Nurses in Canada

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Abstract

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by

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MSc, Salford University

MPhil, Walden University

Submitted in Partial Fulfilment

of the Requirements for the Degree of

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Abstract

Registered nurse shortages and high turnover rates are a problem in Canada. Few studies have been conducted that concentrate on nurse managers' leadership styles in relation to retaining experienced registered nurses in Canada. This qualitative study was conducted to examine nurse managers' leadership styles in relation to Canada's declining retention of registered nurses. Leadership-motivated theory was used as a theoretical framework. Data were collected through semistructured interviews conducted with five registered nurses and three nurse managers, who all had a minimum of 5 years of experience in their respective roles in public healthcare centers in the province of Alberta, British Columbia, and Ontario. Data and documents were also obtained from organizational websites for triangulation of data. Data were analyzed using computer-assisted qualitative data analysis software. Analysis of the data led to the identification of three main themes and three subthemes regarding nurse managers' leadership styles and registered nurse retention in Canada. Main themes were (a) job satisfaction, (b) retention strategies for registered nurses, and (c) nurse management assistance. Subthemes were (a) compensation and wage increase, (b) facilitating access to continuous education, and (d) appreciation. The findings of this study have potential implications for positive social change by providing health care centers with leadership strategies that could lower registered nurses turnover rate, boost retention, improve patient care, enhance registered nurses' job satisfaction, and address the shortage of registered nurses in Canada.

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Dedication

I am dedicating this dissertation to my late father Chief Michael Vizor who taught me the love of education and for the unwavering support and belief in me from kindergarten to my university years.

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Chapter 1: Introduction to the Study

Introduction

Given the significant role nurses play in clinical outcomes and healthcare access, it is essential to understand the reasons behind nurse attrition in the workplace. As hospitals rely on nurses to care for patients, it is crucial to explore strategies that can increase staff retention of nurses in providing patient care. According to Ofei and Paarima (2022), the leadership of nursing organizations can impact personnel turnover rates in various ways. I conducted a qualitative phenomenological study to examine the leadership strategies employed by nurse managers in Canada to retain experienced registered nurses.

Although some research has been conducted to explore nursing turnover rates, only a few studies have focused on nurse manager leadership styles in retaining experienced registered nurses. Hollis (2019) examined strategies for improving nursing retention but limited their review to a scoping study. Most studies on nursing staff turnover rates have been quantitative, using self-reported questionnaires, which can lead to biased findings (Majeed & Jamsheed, 2021). Additionally, few studies have investigated leadership styles for improving the retention of experienced registered nurses in Canadian healthcare organizations. This chapter incorporates the background of the study, problem statement, the study's purpose, research questions, the conceptual framework, the nature of the study, definitions, assumptions, scope and delimitations, limitations, significance, and a summary.

Background of the Study

I employed a phenomenological study design to explore nurse managers' leadership style in relation to retention of registered nurses in Canada. Understanding the leadership techniques used by nurse managers in Canada to retain registered nurses is vital to providing high-quality patient care. Novel leadership approaches are required to overcome the organizational barriers hindering healthcare organizations in retaining their workforce in Canadian hospitals, especially during the global COVID-19 pandemic (Nurdiana et al., 2019; Specchia et al., 2021). Counterproductive leadership practices among Canadian healthcare organizations, such as not confronting complex issues, neglecting emotional intelligence, and failing to foster strategic partnerships with nurses, have exacerbated the situation (Specchia et al., 2021). As such, nurse managers must adapt and implement effective leadership techniques to retain registered nurses (Specchia et al., 2021).

According to Wong et al. (2020), nursing shortages and high attrition rates persist in the Canadian healthcare system. Given the scope of the problem, nurse managers must employ a combination of leadership styles to address registered nurse turnover in Canadian healthcare organizations. High-ranking hospital leaders should oversee nurse turnover rates and develop, implement, and evaluate retention strategies to mitigate high turnover rates (Wong et al., 2020). Additionally, according to Specchia et al. (2021), leaders must investigate what attracts and retains registered nurses in Canadian healthcare organizations and why they leave.

Pay scales, opportunities for advancement, and leadership styles are potential recruitment and retention strategies that healthcare organizations can consider (Solbakken

et al., 2018). Furthermore, healthcare leadership influences registered nursing staff's behavior to achieve institutional objectives and vision (Solbakken et al., 2018). Therefore, developing a compelling vision that motivates registered nurses in Canada can aid their retention. Nurse managers in Canada can benefit from encouraging and empowering their subordinates to ensure high nurse retention rates. Nursing leadership should promote effective teamwork, and staff should be encouraged to learn, innovate, and continuously enhance their work (Solbakken et al., 2018).

Building a collaborative and interdisciplinary leadership culture requires healthcare leaders to collaborate across various parts of the healthcare organization and prioritize total clinical outcomes over individual elements (Fries et al., 2021). Leadership development programs can significantly benefit healthcare leaders, particularly with adequate support and coaching (Wong et al., 2020). Additionally, healthcare leaders should strive to improve their ability to learn from experiences (Low et al., 2019). In summary, nurse managers in Canada should adopt innovative leadership approaches to retain registered nurses in healthcare organizations. Pay scales, opportunities for advancement, and effective leadership styles are potential recruitment and retention strategies that healthcare organizations can consider. Building a collaborative and interdisciplinary leadership culture, encouraging teamwork, and prioritizing clinical outcomes can further aid in retaining registered nurses in Canadian healthcare organizations.

In contemporary studies, nursing leadership is critical for managerial positions (Solbakken et al., 2018). According to Solbakken et al. (2018), four leadership theories have been extensively explored in nursing: genuine, situational, transformational, and

transactional leadership. Low et al. (2019) pointed out that nursing practice is increasingly interested in leadership studies. Despite the challenges faced by nursing leaders in their roles, such as new responsibilities, technological advancements, budgetary constraints, and a growing emphasis on engagement, diverse cultures, and education, it is imperative to note that nurse managers' leadership responsibilities should not be viewed as entirely voluntary (Low et al., 2019; Solbakken et al., 2018). Humanism, which emphasizes people-centered healthcare, may have influenced leadership in healthcare (Solbakken et al., 2018).

Nurse leadership responsibilities ensure guidance, consistency, and engagement within teams and healthcare organizations (Solbakken et al., 2018). Registered nurses prefer compassionate, communicative, and mentally stable leaders, as these qualities help retain them within their respective healthcare organizations (Solbakken et al., 2018). Leadership ideologies in nursing encourage self-efficacy, empowerment, reduced anxiety, and a sense of unity within the workforce (Specchia et al., 2021). Effective leadership, such as the transformational leadership style, can be an excellent model for nurse managers, aligning with the medical industry's goals and core values in the Canadian healthcare system (Cummings et al., 2021).

Cummings et al. (2018) argued that influential nurse leaders should show registered nurses personalized respect, inspire them, and instill a sense of excitement for their creativity and innovation. Good leadership indicates high-quality outcomes in healthcare (Cummings et al., 2021). Furthermore, nursing leadership styles impact nurses' psychological empowerment, job retention, quality of care, and institutional expenses (Cummings et al., 2018). In Canadian healthcare institutions, leadership is concerned about

the shortage of qualified nurses (Cummings et al., 2018). Therefore, comprehensive research is needed to evaluate the effect of nurse managers' leadership styles on the retention of registered nurses in Canada (Cummings et al., 2021). Nurse managers' leadership styles also influence nurses' intent to leave the profession, necessitating further research in this area (Cummings et al., 2018). This study aims to understand better how Canadian nurse managers' leadership styles affect the retention of registered nurses.

Problem Statement

There is high registered nurse turnover rate in the Canadian healthcare system. Understanding why there is high turnover of registered nurses and identifying leadership styles that could motivate registered nurses to stay in their roles is examined in this study. A report by NSI Solutions Inc. (2021) indicated that registered nurse turnover rates are increasing at an alarming rate. The high rate of registered nurses' turnover and shortage is a problem that continues to impact patient care outcomes in Canada (NSI Solutions Inc., 2022). The specific problem is that some nurse managers may lack leadership styles to manage and improve registered nurse retention in their healthcare facility in Canada. The registered nurse turnover rate was 27.1%, an increase of 8.4% from 2017 (NSI Solutions Inc., 2022). Thus, on average, hospitals lose 2.7% of their registered nurse workforce annually, a significant problem that hinders healthcare service delivery (NSI Solutions Inc., 2022). Further evidence shows that with this trend, registered nurse turnover accounts for 95.7% of all hospital turnover rates in the country (NSI Solutions Inc., 2021). Also, the high registered nurse turnover rate has financial implications for healthcare organizations.

For example, the average cost of registered nurse turnover is $46,100, translating to $7.1M a year (NSI Solutions Inc., 2022).

Telemetry, behavioral health, emergency care, burn center, critical care, and surgical services have the highest registered nurse turnover rates (NSI Solutions Inc., 2021). For this reason, there is a high registered nurse vacancy rate of 17%—more significant than the national average, showing the high demand for their services in the healthcare industry (NSI Solutions Inc., 2022). Estimates show that the Canadian healthcare industry will suffer a nurse shortage of 11,000 nurses by 2022 (Nowrouzia-Kia & Reg, 2019). The Canadian Nurses Association projects that reducing the turnover rate by 2% could help retain 55,500 full-time nurses in their workplaces (Nowrouzia-Kia & Reg, 2019). During the COVID-19 pandemic, Ontario experienced a shortage of 22,000 nurses, the highest among all the Canadian provinces (Registered Nurses' Association of Ontario [RNAO], 2021). Exit surveys show that Ontario risks losing 20% of its early career nurses, thus negatively affecting healthcare services in the province (RNAO, 2021).

Canadian Nurses Association research into workable solutions to a significant issue facing Canada's healthcare system showed that, by the end of 2022, Canada would lack over 60,000 full-time comparable registered nurses if no leadership strategies were made to address the changing health requirements of Canadians (RNAO, 2021). The cost of losing registered nurses is exceptionally high and overwhelming to the Canadian healthcare system (RNAO, 2021). The high incidence of nurse turnover in Canadian hospitals is a significant issue and its root cause could be leadership styles. Role conflict and ambiguity caused by a lack of good leadership may be significantly linked to higher turnover rates.

Deteriorating mental health among nurses during COVID-19 could also be related to poor leadership.

Purpose of the Study

The purpose of this qualitative phenomenology study was to investigate nurse managers' leadership styles in relation to the declining retention of experienced registered nurses in Canada. I aimed to identify best practices that could motivate experienced nurses to stay in their roles, thus significantly reducing nurse turnover and nursing shortages in the country. I focused on experienced nurse managers who had been in their roles for at least 5 years and experienced registered nurses who had also worked in public hospitals in Ontario, British Columbia, and Alberta provinces of Canada for at least 5 years.

In the study, I examined the leadership styles employed by healthcare nurse managers to improve the retention of nurses. Participants included five registered nurses and three nurse managers who had developed successful leadership plans to address the issue of high nurse turnover in Canada. The participants were asked to share their experiences and perspectives on the leadership styles that had worked effectively to retain experienced registered nurses.

The findings of this study could lead to positive social change by providing health care centers with leadership strategies that could lower registered nurse turnover rates, improve retention, improve clinical outcomes, boost job satisfaction, and address the shortage of registered nurses. The study could aid in promoting effective leadership styles that can contribute to improving patient care, increasing job satisfaction, and decreasing the shortage of nurses within the healthcare system. The findings might also provide

valuable insights into best practices that healthcare organizations can implement to motivate and retain experienced nurses thereby improving positive patient outcomes and care levels in Canada. This research provides a comprehensive analysis of the effects of nurse managers' leadership styles on the retention of experienced registered nurses in Canada. I sought to identify best practices that can be implemented to retain experienced nurses and reduce nurse turnover rates, which could positively impact the healthcare industry and society.

Research Question

The following research question guided this study:

RQ: What are the nurse managers' leadership styles effects on the declining retention of experienced registered nurses in Canada?

The declining retention of experienced registered nurses in Canada has become a pressing concern for healthcare organizations nationwide. Nurse managers are vital in addressing this issue by implementing effective leadership strategies that can help retain experienced nurses. However, the leadership style of nurse managers has been relatively unexplored in terms of its impact on retaining experienced registered nurses. Given that registered nurses significantly impact clinical outcomes and patient access to healthcare, it is essential to understand what motivates them to leave. This knowledge could help nurse managers develop effective leadership strategies that address the root causes of nurse turnover.

To shed light on this issue, I conducted a qualitative study with the primary purpose of uncovering the leadership strategies employed by nurse managers to increase nursing staff retention in healthcare providers in Canada. I aimed to provide insights into the

leadership styles that are most effective in retaining experienced registered nurses. Although nurse turnover rates have been the subject of several studies, few researchers have focused on the impact of nurse managers' leadership styles on experienced registered nurse retention. This research aims to address this gap in the literature and provide valuable insights for healthcare organizations looking to retain their experienced nursing staff. The findings of this study are expected to contribute significantly to the development of effective leadership strategies that address the issue of nurse turnover in Canada. By identifying the most effective leadership styles and strategies, healthcare organizations can create a positive work environment encouraging experienced registered nurses to stay in the field and continue providing high-quality patient care. In summation, nurse managers' leadership styles can significantly impact the retention of experienced registered nurses in Canada. By understanding what motivates nurses to leave the field and developing effective nurse leadership strategies, healthcare organizations can retain experienced nursing staff and improve patient outcomes.

Theoretical Foundation

To address the issue of retaining experienced nurses and reducing turnover in healthcare facilities, I examined nurse managers' leadership styles using the leadership motivated excellent theory (LMX-T). The LMX-T is a critical tool for enhancing leadership by promoting organizational commitment and teamwork and facilitating strategic alliances to drive corporate vision and mission (Colwell, 2019). Effective leadership can be achieved through adherence to effective behaviors, enhancement of followers' skills, and changing rewards to boost morale (Turney, 2021). Therefore, nurse

managers who seek to be influential should establish strong alliances and relationships with registered nurses through effective leadership that enhances their skills, leading to a stronger commitment to their duties and responsibilities. Management leadership in the face of complex challenges, such as addressing postmodern issues through unique strategic partnerships with helpful individuals, is defined by the new LMX-T (Turney, 2021).

In addition, Turney (2021) asserted that creating exceptional strategic relationships with teammates may result in improved performance, serving as the apparent missing links connecting valuable individuals' self-interests. Strategic partnerships involve an interpersonal career partnership between two or more persons whose career aims are interdependently connected by their organizationally relevant performance (Cummings et al., 2018). Such alliances can be used to amass more resources without spending money to achieve shared goals. The critical distinction is that one can use priceless resources, such as respect, dedication, devotion, and family-like protection, while forming interpersonal partnerships (Cummings et al., 2021). This management learning approach improves the managerial environment and creates a more welcoming atmosphere for nursing managers. Nursing managers must understand the motivational factors that affect their subordinate nursing staff and what they can do as leaders to maintain motivation (Weiss et al., 2019). Extrinsic and intrinsic motivation are the categories of these factors (Weiss et al., 2019).

Motivating individuals or others is challenging because what prompts the desired behavior is often individualized (Bahadori et al., 2016). Nurse managers could face more complex problems in learning how to motivate registered nurses. The best approaches for managers and leaders to inspire their team members can include rewarding good work,

giving constructive performance criticism, and setting high standards for learning (Bahadori et al., 2016). Incorporating demoralizing elements, such as punishments for errors or repeated criticisms, into the workplace is a standard error some inexperienced managers can make (Weiss et al., 2019). Nurses are motivated when they feel encouraged and have the power to continue running their workplace (Weiss et al., 2019). According to Bahadori et al. (2016), the only approach to figuring out what works is through properly thought-out experimentation and failure.

Exemplary leadership is vital to the success of every group in the nursing practice (Al Khajeh, 2018). Various definitions of exemplary leadership exist in nursing, with some theories defining it as what makes a leader unique and others attempting to show how strong leaders are created. A person's innate characteristics help them lead effectively, ensuring quality care and clinical outcomes (Al Khajeh, 2018). The situational approach recommends that leaders adapt their leadership style to circumstances, and leadership ideas are not limited to historical periods (Weiss et al., 2019).

Nature of the Study

In this research, I used a qualitative phenomenological study to investigate the leadership styles used by nurse managers in healthcare facilities in Alberta, British Columbia, and Ontario, Canada to retain registered nurses and to understand why nurses leave. I sought to compare similarities and differences among several cases to answer the research question. Using a qualitative phenomenological study approach, I examined nursing leaders' tactics to boost nursing retention rates and understand why registered nurses would leave. By adopting a phenomenological method, I was able to understand a

wide-ranging phenomenon and narrow it down to a manageable research issue. I sought to develop a better understanding of the lived experiences of the participants.

A phenomenological method is necessary when there are several connected circumstances to consider, and they could provide a more precise response to a research question than a single case. They could provide an in-depth examination of an individual, a collection of individuals, or a unit to generalize over several departments. Phenomenology seeks to understand the living moment of the now (Patton, 2015). Qualitative researchers have adopted phenomenology to examine a particular population's lived experience on a particular issue across disciplines. In the study, I focused on understanding the leadership styles and significant factors contributing to registered nurse attrition.

Definitions

Nurse retention: Continually keeping newly recruited registered nurses and long-serving existing registered nursing personnel (Efendi et al., 2019).

Quality of care: The level of value any medical resource offers, as determined by criterion (Wallenburg et al., 2019).

Registered nurses: Qualified medical practitioners licensed to offer treatment in various hospital and community-based settings (Specchia et al., 2021).

Registered nurse motivation: The vigor, determination, and inventiveness that a person brings to the nursing profession (Rinfret et al., 2020).

Turnover rate: The frequency of registered nurse resignations (Rinfret et al., 2020).

Assumptions

This study is based on the fundamental premise that the retention of registered nurses in Canada could depend on nurse leadership styles. Resolving issues related to leadership styles could reduce high turnover rates among registered nurses. Additionally, the study highlights other factors that could affect nursing staff retention, including wages, organizational climate, and nurse-to-patient ratios. The primary assumption of this research was that nurse staffing shortages pose significant problems for both present and future nursing leadership in Canada, which could impact patient care. To address these challenges, leaders should develop effective leadership styles that prioritize the retention of nurses and seek to understand why registered nurses would leave. Nurse managers might benefit from offering helpful choices to registered nurses to set the tone for future retention of nursing staffing.

The second assumption was that the shortage of experienced nurses, frequent turnover, and difficulty retaining nurses might be significant obstacles to providing quality patient care in Canada. The study could help achieving quality care by providing leadership techniques nurse managers could use to retain registered nurses. While some studies have been conducted to explore this problem using leadership theories, such as leadership substitutes and contingency theory, the mere fact that this question is being asked underscores the critical importance of leadership behaviors in the current situation. If nurse manager leadership in Canada fails to make the necessary adjustments to attract and retain registered nurses, the condition of registered nurses could continue to be affected by turnover. Only healthcare nurse managers willing to consider alternative leadership

approaches and seek new ways to improve their personnel could positively impact nurse retention in Canada.

Scope and Delimitations

The delimitations were created to address any challenging aspects and minimize potential constraints in this research. These limitations established predetermined boundaries for scope of the study. Only three nurse managers from British Columbia, Alberta, and Ontario, and five registered nurses with a minimum of 5 years' experience met the inclusion criteria and were included to participate in the study as the first boundary. Communication with all participants was done via phone and email. The second boundary was based on geographic location, as all participants were from different public hospitals in their respective provinces. Lastly, the anticipated response rate from the interviewees was used as the final boundary.

Limitations

The current study had several limitations that hinder its ability to understand the factors contributing to nursing turnover in Canada comprehensively. One significant limitation is its qualitative nature, which precludes statistical data representation. I only focused on public health facilities and excluded private hospitals and nonprofit hospitals, which could have different critical factors contributing to nursing resignations. Another limitation is that I only examined three Canadian provinces. Therefore, high nurse turnover rates in other provinces were not included.

Furthermore, I aimed to identify retention-boosting leadership techniques employed by nursing managers in Canadian healthcare organizations. However, the study

faced some constraints that affected its implementation. I ensured that my skill level and impartiality influenced the study's effectiveness, and the small sample size of only three nurse managers and five registered nurses from Ontario, British Columbia, and Alberta, limited the accuracy of the findings. Moreover, I faced challenges recruiting more senior nurse managers and registered nurses due to privacy and confidentiality concerns.

This exclusion might have impacted the study's results, which could have different factors contributing to nursing turnover. Finally, I did not include private and nonprofit healthcare facilities, and only three provinces were selected, which might have hindered the achievement of the research aims and objectives. In summary, while the study provides some valuable insights into retention-boosting leadership techniques, its limitations highlight the need for further research to provide a more comprehensive understanding of nurse turnover in Canada.

The primary hurdle in conducting the study was the inadequate number of participants due to busy schedules. The anticipated number of participants was 20. However, fewer than half the nurse managers and experienced registered nurses agreed to participate. This circumstance made it unfeasible to obtain enough data essential to address the research question effectively. Additionally, obtaining informed consent posed another challenge, as fear of victimization and confidentiality concerns made it difficult to recruit more participants.

Significance of the Study

This study could contribute significantly to the extensive knowledge of registered nurse retention and turnover. With the ever-evolving healthcare industry, health law and

the standard of care are two critical factors that will impact nursing practices in the future. Therefore, the study findings could influence the development of nursing leadership approaches that might increase nurse job satisfaction, reduce understaffing, and ultimately improve patient care outcomes. Moreover, the results of this study could enhance nursing retention and lower turnover, which could improve patient care and lead to positive social change. Addressing the root causes of high turnover rates among nurses could lead to better health care, which might lead to better well-being of Canadians. Counterproductive leadership styles identified in the study included poor communication skills, inadequate team management, lack of emotional intelligence, and disregard for the personal needs of registered nurses. Given the critical role of nursing staff in the health sector, nursing leadership should implement innovative strategies to enhance retention rates. By doing so, the nursing profession would benefit significantly, and the quality of patient care could be significantly improved.

Significance to Practice

This study could contribute to the existing literature on nurse retention in healthcare organizations. The findings could shed light on how leadership and management styles might significantly retain experienced nurses and prevent high turnover rates. The findings of this study highlight the effective and ineffective techniques that can impact the retention of registered nurses in healthcare facilities. Throughout the study, I emphasized the importance of nurse managers embracing and adopting leadership styles conducive to nurse retention. Such leadership styles could contribute to positive social change because when registered nurses stay longer, they develop more experience that could improve the quality

and safety of healthcare services in the communities they serve in Canada. In the study, I demonstrated how avoiding high turnover rates might help the healthcare system avoid significant issues caused by staffing shortages. High turnover rates for registered nurses could be attributed to various factors such as longer hours, staffing shortages, administrative practices, hospital revenue, and cost-related operations. The consequences of high nurse turnover are far-reaching and could increase the cost of recruiting, educating, and training new nurses. Furthermore, new or substitute nurses might not meet the minimum practicing standards, which could lead to severe consequences for patient care.

The study also revealed that communication gaps between new and senior nurses or other healthcare professionals could lead to suboptimal service quality. High nurse turnover can add to other institutional staff challenges, including nursing shortages, imbalanced mix of new and veteran nurses, and other concerns. As a result, understaffing could make it difficult to organize tasks such as training other nurses and setting up schedules, which could lead to additional overtime and reduced nurse motivation. This study provides valuable insights into how leadership and management styles might influence nurse retention in healthcare organizations. The findings underscore the importance of nurse managers adopting strategies to retain experienced nurses and the potential benefits of reducing turnover rates for healthcare organizations and patients.

Significance to Theory

This study could contribute to other studies and might advance future research by identifying effective leadership styles for nurse managers to adopt. The study also highlights the importance of LMX-T and its practical application in the healthcare industry,

particularly in developing effective leadership styles that can prevent registered nurses from leaving. One of the critical aspects emphasized in LMX-T is that healthcare leaders play a pivotal role in influencing change. Leaders can drive changes that promote registered nurse satisfaction and improve clinical outcomes. When registered clinical nurses are satisfied with their job and the work environment, they are more likely to remain in their position and less likely to resign. Thus, nurse retention can be significantly improved through effective leadership.

To achieve this, healthcare leaders should prioritize the needs of their nursing staff and motivate them to stay committed to their work. Encouraging and motivating registered nursing staff could make them happy with their daily job and more fully engaged in their responsibilities, which could improve patient care, additionally resulting in improved clinical outcomes, which can further enhance the healthcare facility's reputation. In conclusion, the study findings suggest that LMX-T could be valuable in promoting nurse retention and improving clinical outcomes. Effective leadership styles could positively impact job satisfaction of registered nurses, leading to improved clinical outcomes and overall success for the healthcare organization.

Significance to Social Change

According to Colwell (2019), social change is a process that requires the acquisition of knowledge and resources to influence a community. In healthcare organizations, high turnover rates among experienced nurses have negatively impacted the health and well-being of individuals at the community level. Furthermore, high turnover rates put a strain on healthcare systems, where access to quality health services might be affected. Hence,

nurse managers should adopt leadership styles that increase the retention of experienced registered nurses and lower nurse turnover in their facilities. Registered nurses play a critical role in controlling clinical outcomes and providing access to medical care, making understanding the reasons behind their resignations essential. Healthcare facilities rely heavily on nurses to provide high-quality treatment, and the success of healthcare nurse managers depends on effective leadership techniques. By employing effective leadership techniques, healthcare providers could succeed in improving patient care. Additionally, there is no one-size-fits-all approach that nurse managers can adopt to retain nurses.

According to Zaheer et al. (2019), social transformation is necessary to bring about changes at the community level and enable residents to lead happy and healthy lives. The study revealed evidence-based leadership approaches nurse managers could adopt in Canada to support social transformation. Nurses have a significant impact on patient care delivery, and nurse retention is crucial for overall healthcare quality. Therefore, it is vital to recognize the leadership techniques deployed by nurse managers to retain healthcare workers, as this could affect the well-being of community members and result in constructive, progressive transformation. The success of any healthcare facility depends on healthcare nursing leadership (Zaheer et al., 2019). Without sufficient guidance, instruction, clinical outcomes, and accessibility, social reform could deteriorate. Hence, exemplary leadership approaches can enhance the quality of healthcare. When registered nurses stay longer, they become more experienced, leading to higher quality patient care in Canada. Healthcare leaders also must take the time to improve their abilities and to learn

from experiences. Therefore, healthcare organizations should adopt effective leadership techniques to retain experienced nurses and ensure social and economic growth.

Summary and Transition

In today's dynamic and ever-changing healthcare industry, it is becoming increasingly clear that an organization's leadership could play a vital role in determining the turnover rates of its nursing personnel. According to Ofei and Paarima (2022), the leadership approach can significantly influence personnel turnover in several ways. There is a growing need for new and innovative leadership strategies that can effectively address the issues facing healthcare organizations. According to Nurdiana et al. (2019), realizing organizational strategies requires effective leadership approaches that can foster nurse retention. This assertion is backed by a study conducted by NSI Solutions Inc. (2022) that revealed that registered nurse turnover rates are increasing. In particular, NSI Solutions Inc. (2022) found that the rate of registered nurse turnover had risen by 8.4% from 2017 to 27.1% in 2022.

The impact of registered nurse turnover cannot be overstated, as it has severe implications for healthcare service delivery. Hospitals lose approximately 2.7% of their registered nurse personnel annually, a significant problem that needs urgent attention (NSI Solutions Inc., 2022). Further research indicates that this trend could lead to registered nurse turnover accounting for as much as 95.7% of all hospital turnover rates nationwide (NSI Solutions Inc., 2022). To fully understand the nurse retention problem, in the next chapter, I provide an in-depth literature review that delves into the various factors contributing to nurse turnover. I provide valuable insights into effective strategies

organizations can employ to foster nurse retention, thereby improving healthcare service delivery.

Chapter 2: Literature Review

Introduction

Nursing staff shortages and high turnover rates among registered nurses is a substantial healthcare issue in Canada that could be connected to the leadership styles of nurse managers. Healthcare executives should be concerned that turnover is a leading indicator of future financial pressure and patient and employee satisfaction (NSI Solutions Inc., 2022). NSI Solutions Inc. (2022) revealed that registered nurse turnover outpaced the national hospital average. In this study, I examined nurse managers' leadership styles and their impact on the declining retention of experienced registered nurses in Canada.

In the healthcare industry, leaders can adopt a diverse range of leadership styles to effectively manage their teams (Alsubaie & Isouard, 2019). However, recent research has highlighted the significant impact of transformational leadership on nurse retention rates and healthcare delivery (Strudsholm & Vollman, 2021). Inappropriate management techniques could adversely affect the quality of care provided by inexperienced nurses, leading to dissatisfaction and possible departure from their roles. Consequently, nurse leaders must focus on implementing effective leadership styles that improve clinical outcomes, boost job satisfaction, and address the shortage of nurses in the industry (Couig et al., 2021).

Before embarking on the study, I sought a thorough familiarity and comprehension of the most recent findings in the field of healthcare and nursing leadership. I conducted an in-depth literature analysis, examining previous studies and research on the topic. Through the literature review, I gained insight into research that has already been

conducted on nurse managers' leadership style and its impact on retaining registered nurses in Canada as well as what aspects of the topic remain unclear.

In this chapter, I elaborate on the employed literature search strategy, as well as the study's theoretical foundation and conceptual foundation. By delving into the existing body of literature on this topic, I identified key gaps in knowledge and potential avenues for further exploration. This literature review forms an important foundation for the subsequent research into nurse managers' leadership style and its effects on registered nurse retention in Canada, providing valuable context and insights into this critical healthcare issue.

Literature Search Strategy

The first step in conducting the literature review for this study involved identifying relevant search keywords, such as leadership style, registered nurses, motivation, retention, turnover, satisfaction, work–life balance, leadership strategies, retention strategies, nursing leadership, and engagement. Synonyms were also used to broaden the search. The second stage was to search for offline and online resources that matched these search phrases, resulting in a significant body of relevant material from various sources, including PubMed, Google Scholar, The Cochrane Library, MEDLINE, ProQuest Central, EMBASE, Thoreau (Walden University Library), CINAHL, Academic search complete, EBSCO, ABI/Inform collection, ScienceDirect, Emerald and management journals.

Next, the material was sorted based on the authors' qualifications, considering the word constraints set for the literature review. Only the most eminent academics and authors were cited, as they typically publish their work in peer-reviewed journals and reputable

periodicals. The remaining material was carefully categorized based on how much it advanced the field of study, focusing on significant contributions from reputable experts. Due to word count constraints, the literature review could only address the most important contributions to the study field. The final step was to sort the remaining material by publication date, prioritizing more recent publications. My emphasis was placed on the most recent advancements in the field published within the last 5 years, including important models and theoretical frameworks. Critically evaluating current sources in the literature was crucial, with a requirement that most sources be released within the last 5 years.

Theoretical Foundation

This study is based on the theory that unique strategic alliances can be formed with beneficial people to solve problematic situations and resolve common concerns. LMX-T suggests that strengthening alliances through collaboration can lead to better performance. An interpersonal professional alliance involves two or more people whose career aspirations are interdependent due to their organizationally relevant performances. Strategic partnerships offer benefits such as pooling resources without investing money, while interpersonal relationships allow for recruiting priceless resources. LMX-T could benefit nurse managers by applying goal-oriented motivation for registered nurses to improve the management environment and make it more accommodating to the next wave of professionals.

Motivation is a goal-oriented quality that encourages someone to strive arduously to fulfill their ambitions. However, there is no set formula for motivation, and nurse managers and registered nurses must have leadership and motivating qualities. To impact

motivation, a healthcare executive should demonstrate good leadership qualities and remain open-minded about people's behavior. Understanding the various demands of subordinates can ease the decision-making process, and a leader should learn what motivates others, such as showing appreciation. Healthcare leaders must balance the organization's needs with the needs of the subordinates using this principle. Appreciation and rewards are two main factors driving a person to achieve a goal, and acknowledgement of exemplary or exceptional conduct with a small gesture of gratitude can be motivating.

Being a good leader is another essential motivation that aids people in achieving their aims. A leader should set a positive example to guarantee that their followers develop and successfully achieve their goals. Encouraging nursing personnel to participate in planning and significant issue resolution processes inspires them and imparts knowledge of the nuances of these critical decision-making considerations (Dickson et al., 2020). Communication between nurse manager and registered nurse should be unequivocal, and registered nurses should feel recognized and appreciated. Registered nurses' morale could affect healthcare leaders' choices and behaviors, so they should be conscious of their choice of words and actions. A nurse manager should constantly ensure that staff members take pride in completing tasks and participating in achieving the institution's goals.

Healthcare nurse leaders should put themselves in their subordinates' positions and show empathy during a challenging period. Registered nurses feel accomplished when they complete challenging and fulfilling work, and nursing leadership should give staff members the impression that they are contributing to the achievement and well-being of the organization (Dickson et al., 2020). Effective leaders in the nursing field should have

self-motivation; only once they are inspired by themselves can they inspire others to achieve their own goals and align their objectives with the organization's overall objectives.

Theoretical Framework

The purpose of this qualitative phenomenology study was to uncover the drivers of nurses' job retention and satisfaction strategies (Alsubaie & Isouard, 2019). This study is based on LMX-T. The logical connection between the framework and the nature of the study is to identify strategies that effectively improve the retention of experienced registered nurses in their healthcare facilities. LMX-T is when management leadership creates strategic partnerships with essential individuals to collaborate on shared organizational issues. Nurse managers may effectively raise retention through the development of coalitions between nurse managers and registered nurses when nurse managers create strategic partnerships with employees to collaborate on shared organizational issues. Healthcare providers may be effective at raising retention through LMX-T. Using LMX-T, nurse managers can develop changing relationships with their subordinates over time by exchanging expectations, resources, and incentives. Couig et al. (2021) stated that by forming coalitions between nurse managers and nurses, organizations may be able to increase retention. Couig et al. (2021) asserted that encouraging workers to collaborate in a safe and friendly environment can achieve a common goal under transformational leadership.

LMX-T can be adapted for building relationships with subordinates based on exchanges of expectations, resources, and incentives over time. According to Weiss et al.

(2019), alliances between supervisors and subordinates improve output. Couig et al. (2021) asserted that leaders who display shared goals can inspire loyalty in their followers, which boosts output, morale, and job satisfaction. Nurse managers and registered nurses may be able to communicate more effectively when they develop strong partnerships. LMX-T may help nurse managers create strategic partnerships with their staff or individuals to collaborate on shared organizational issues.

Developing strong partnerships between nurses and nurse managers could improve patient care. Registered nurses might stay longer in a current position if their work environment is not toxic, if they are presented with better shifts and less overtime, and if they have opportunities to advance within the hospital unit. Three LMX-T strategies support the growth of future leaders (Lee et al., 2018): (a) enhancing abilities, (b) altering incentives, and (c) praising individuals who show effective conduct (Cox, 2019). To realize these three strategies and other quality aims, exceptional leadership abilities may be needed to inspire personnel to accept change and evaluate care procedures. To manage and keep personnel, LMX-T strongly emphasizes members of the team and leadership interchange (Couig et al., 2021). Leaders may favorably affect registered nurses' attitudes to transition and, as a result, retain staff by letting them know about impending organizational changes (Couig et al., 2021). Because the goal of LMX-T is to form alliances, nurse managers who collaborate with registered nurses to create a conducive environment could encourage registered nurses to stay in their current position with the organization. A leader with strong motivation skills could attract registered nurses to stay and could therefore decrease nurse

turnover. This kind of leadership encourages someone to strive arduously to fulfill their ambitions (Alilyyani et al., 2022).

A shared organization reasonability may create a conducive working environment that may improve job satisfaction. Healthcare leaders are the pillars who can influence patient care outcomes. Some leadership changes could inform registered nurse satisfaction and clinical outcomes. When registered nurses are satisfied, they are unlikely to resign or seek other opportunities. According to Couig et al. (2021), paying close attention to how nurse leaders work might enhance clinical outcomes and boost new job satisfaction among nurses, which is beneficial in addressing the shortage of nurses. Couig et al. (2021) encouraged workers to collaborate in a safe and friendly environment to achieve a common goal under transformational leadership.

Several strategies from LMX-T include improving skills, altering rewards, and praising those who show appropriate behavior. Implementing these strategies and other high-quality strategies can result in honed leadership abilities to inspire workers to embrace change. The interchange of leaders and team members is critical in managing and keeping people under the LMX-T paradigm. Nurse managers may influence how registered nurses respond to changes and may support people by warning them of impending organizational change. Healthcare nurse leaders should put themselves in their subordinates' positions and see things from their perspectives (Dahlin & Coyne, 2019). Nursing leaders should have empathy when nurses experience a challenging period. An effective leader in the nursing field could benefit by practicing self-motivation. According to Dahlin and Coyne (2019), healthcare leaders must be aware of their wants and identities and be driven to accomplish

their objectives. According to Dahlin and Coyne (2019), only once leaders are inspired by themselves can they inspire others to carry out their own goals and align their objectives with the organization's overall objectives.

NSI Solutions Inc. (2021) stated that registered nurse turnover rates are increasing at an alarming rate in Canada. A report showed that the registered nurse turnover rate was 27.1%, an increase of 8.4% from 2017 (NSI Solutions Inc., 2022). Estimates show that the Canadian healthcare industry will suffer a nurse shortage of 11,000 nurses by 2022 (Nowrouzi-Kia & Fox, 2019). Canadian Nurses Association projects that reducing the turnover rate by 2% could help retain 55,500 full-time nurses in their workplaces (Nowrouzi-Kia & Fox, 2019).

During the COVID-19 pandemic, Ontario experienced a shortage of 22,000 nurses, the highest among all the Canadian provinces (RNAO, 2021). Exit surveys show that Ontario risks losing 20% of its early career nurses, thus negatively impacting healthcare services in the province (RNAO, 2021). Nurse managers could enhance the skills of registered nurses through mentorship, coaching, guidance, and professional development. Colwell (2019) stated that leadership strategies for retaining nurses are mentorship, guiding coaching, and transformational leadership style. A reduction in registered nurse turnover might also be achieved through appreciation, recognition, and improving rewards (financial and nonfinancial). A leader must understand and demonstrate what might motivate their employees to stay and understand why employees would want to leave.

According to Zaheer et al. (2019), recognizing the leadership techniques top nursing leaders deploy to keep healthcare workers is crucial because they might affect the

well-being of the community and result in constructive, progressive transformation. Nurse managers who show appreciation to their staff and value their input might be able to lower turnover. Ofei and Paarima (2022) stated that one way to inspire people should be via leadership. A leader may show appreciation by motivating others to acknowledge exemplary or exceptional conduct with a tiny gesture of gratitude, such as thanking a staff via email or letter acknowledging their exceptional service. Communication should be unequivocal, and everyone benefits from better grasping their position.

LMX-T strongly emphasizes members of the team and leadership interchange (Couig et al., 2021). Leaders may favorably affect registered nurses' attitudes to transition and, as a result, retain the staff by letting them know about impending organizational changes (Couig et al., 2021). Registered nurses may be aware that their managers care about the growth of their skills, advancement, and training. Leadership is the art of inspiring others to work to their greatest potential to accomplish any task or goal. When leaders show their followers they share the same goals, they can inspire loyalty, which boosts productivity, morale, and job satisfaction. Strudsholm and Vollman (2021) asserted that leaders who are transformational use inspiring motivations, encouragements, mental challenges, and considerations for everyone to achieve better outcomes. In a transformational leadership environment, the team members are motivated to put the hospital and the team's interests above their own (Cox, 2019). Nurse retention may improve patient care at hospitals with proven retention strategies and resources, giving them an edge over competitors. When registered nurses stays longer, they become more experienced, which may lead to fewer errors and improved patient outcomes.

Having proper leadership training is essential for nurse managers to succeed. A nurse does not have to question whether they are working for the right manager; they should feel safe at work and be able to trust their actions. It is imperative that healthcare providers have the right manager and a recognition program in place for nurses to be managed effectively. Nurses who are motivated are more likely to be engaged and satisfied in their work, which may result in better patient care. It may also benefit healthcare providers to enroll frontline nursing managers in leadership education and training to improve their leadership skills. This, in turn, can sharpen nurse manager leadership skills, and they may become better leaders by applying that leadership on the job. In cases where employees report concerns about peers, managers should investigate the concerns. Managers should investigate why employees don't want to work with such individuals. Keeping the issues unresolved might result in the better employee leaving if they have other options.

Literature Review

Leadership Styles

In the healthcare industry, leaders can adopt a diverse leadership styles to effectively manage their teams (Alsubaie & Isouard, 2019). However, recent research has highlighted the significant impact of transformational leadership on nurse retention rates and healthcare delivery (Strudsholm & Vollman, 2021). The study revealed that inappropriate management techniques could adversely affect the quality of care provided by inexperienced nurses, leading to their dissatisfaction and possible departure from their roles. Consequently, nurse leaders must focus on implementing effective leadership styles

that improve clinical outcomes, boost job satisfaction, and address the shortage of nurses in the industry (Couig et al., 2021).

According to Couig et al. (2021), leaders should prioritize creating a safe and collaborative work environment that fosters teamwork and a shared goal under the umbrella of transformational leadership. The authors also suggest adopting strategic leadership, which involves making decisions that impact human capital, including nurse recruitment and retention. Good leaders understand the connection between technology, data processing, and performance, which can give organizations a competitive advantage. Moreover, good leadership must be adaptable, open-minded, and continuously seeking opportunities to improve healthcare delivery and patient outcomes (Alsubaie & Isouard, 2019).

Ethics is another critical element of effective leadership in healthcare, where leaders must uphold the principles and values that guide the profession (Cox, 2019). Ethical leadership focuses on leaders' conduct, behavior, and charisma, and it is essential to note that ethical principles are fundamental to effective leadership. Leaders must motivate followers to work towards shared goals and respect their diverse personalities (Weiss et al., 2019). Because leaders play a crucial role in creating corporate values, they must develop and foster an ethical environment within their organizations.

The importance of human resources in healthcare institutions cannot be overstated, as they play a significant role in ensuring the delivery of quality care while preventing rising health costs (Orukwowu & Ene-Peter, 2022). Effective leadership significantly impacts the performance of healthcare professionals, patient outcomes, and the overall

work environment (Cox, 2019). Several studies have demonstrated that healthcare managers' leadership philosophies and management techniques affect nurse productivity and performance indicators. However, the relationship between leadership styles, worker commitment, productivity, and job satisfaction remains controversial.

Leadership concepts have a long history and have evolved, reflecting the changing societal and historical conditions (Couig et al., 2021). Different leadership styles have emerged, including autocratic, democratic, transactional, and transformational, each with unique characteristics and benefits. Effective healthcare leadership requires a comprehensive understanding of the industry's challenges and complexities and adopting leadership styles that inspire, motivate, and support healthcare professionals in delivering quality patient care. Different leadership philosophies have developed throughout time, including the following.

Transformational Leadership

Transformational leadership is a crucial component in the success of healthcare organizations, particularly in the nursing and midwifery sectors. This type of leadership is characterized by its charismatic impact, effective communication skills, and ability to build strong relationships with team members through individual attention. Leaders who can inspire loyalty in their followers through shared goals can significantly enhance output, morale, and job satisfaction (Couig et al., 2021). To achieve better outcomes, transformational leaders should employ various techniques, including inspirational motivation, encouragement, mental challenge, and individual consideration (Strudsholm & Vollman, 2021). They aim to motivate team members to prioritize the hospitals and the

team's needs above their self-interest (Cox, 2019). Transformational leaders often inspire their team members to go beyond what they thought was possible, leading to improved performance and productivity. Subsequent research has shown that inspirational motivation and intellectual stimulation are the most significant components of transformational leadership, although all the categories have beneficial effects (Cox, 2019). When staff retention was considered, all the transformational leadership categories showed a significant and enhanced beneficial impact on perceptions of high-quality healthcare education (Cox, 2019). Therefore, it is recommended that policies aimed at improving the quality of medical education should promote transformational leadership and enhanced staff retention in nurse and midwifery training institutes.

According to Orukwowu and Ene-Peter (2022), more effective staff retention directly results from transformative leadership methods. Hence to reduce stress and increase retention rates, policymakers should encourage administrators in professional nursing education institutions to embrace transformational leadership. Further, researchers have found that transformational staff leadership contributes to high-quality healthcare training, increasing consistency and improving nurse retention, and positively aiding, enhancing, and encouraging employee engagement.

Transactional Leadership

This form of leadership is defined by a series of systems and processes designed to provide direction to team members and ensure that they perform their duties per the organization's goals and objectives. These systems typically involve a combination of commendation, reprimand, and disciplinary proceedings that are implemented by the

leadership in response to the performance of team members. One of the main criticisms of transactional leadership is that it tends to promote a culture of individualism instead of teamwork. This is because professionals under this type of leadership often work alone and show temporary loyalty to the organization. As a result, there is no sense of camaraderie or collaboration among team members, which can ultimately hurt the overall productivity and success of the organization.

Furthermore, according to Dahlin and Coyne (2019), transactional leadership does not establish trust between the nurse manager and subordinates. Managers do not work with a strong sense of morality and ethics hence relying heavily on extrinsic motivation to get registered nurses to work for the leader's benefit. Team members can be more focused on meeting their needs and goals rather than working towards the organization's larger objectives. One of the defining traits of transactional leadership is immobility, self-attraction, and the ability to manipulate subordinates (Couig et al., 2021). Transactional leaders tend to be focused on achieving their own immediate goals and objectives rather than considering the needs and desires of their subordinates. As a result, they may be less concerned with building solid relationships with their team members or working collaboratively towards shared goals.

While transactional leadership can effectively manage and motivate team members, it can also have some significant drawbacks. Promoting individualism over teamwork and relying on extrinsic motivation to drive performance may hinder the organization's overall success. Moreover, the emphasis on achieving personal goals and objectives can lead to a

lack of trust between managers and subordinates and ultimately damage the culture and productivity of the organization.

Laissez-Faire Leadership

Couig et al. (2021) define *laissez-faire leadership* as the perceived absence of leadership. The leader is not present, leaving followers with total discretion over the decisions that must be made. As a result, laissez-faire leadership is considered the most passive form of leadership among the range of leadership styles.

Laissez-faire leadership is known for lacking direction and guidance and for delegating all decision-making responsibilities to the followers, creating a sense of confusion and uncertainty among team members, who may feel unsupported and left to fend for themselves. Furthermore, laissez-faire leadership can lead to a lack of accountability, as the leader is not actively involved in decision-making resulting in a lack of feedback, which can be detrimental to the growth and development of the team. In summation, while laissez-faire leadership is a hands-off approach, it can be ineffective in the long run. Team members may become disengaged and unmotivated without active involvement and guidance from the leader. Therefore, leaders need to balance delegation and active involvement to foster a culture of trust and accountability.

Servant Leadership

This paradigm emphasizes the integration of different fields, collaboration among stakeholders, ethical conduct, and shared decision-making processes to facilitate the professional growth of practitioners and improve the quality of healthcare services (Dahlin & Coyne, 2019). Servant leadership, espoused by Orukwowu and Ene-Peter (2022),

involves using one's position to empower others to achieve their objectives and surmount obstacles. Servant leadership entails being attentive to everyone's needs, fostering a culture of continuous learning, and promoting community-building. Servant leaders also believe in sharing power, prioritizing others' interests, and enhancing individual development and productivity. Rather than focusing on personal advancement or extrinsic rewards, Strudsholm and Vollman (2021) suggest that servant leaders prioritize performance planning, providing daily mentoring, and being open to learning from others.

Passive–Avoidant Leadership

According to Weiss et al. (2019), a leadership style marked by hesitancy to take ownership and reluctance to confront others is prevalent. Such leaders tend to postpone making decisions and only act when the situation has escalated and requires corrective measures. As a result of the absence of explicit guidelines, registered nurses may have limited influence in the workplace. This type of CEO leadership style is commonly associated with a high turnover rate and poor employee retention, as Strudsholm and Vollman (2021) noted.

Authentic Leadership

Characterized leadership takes an open and straightforward attitude (Couig et al., 2021). It encourages available information exchange and considers workers' opinions while aiming for close, balanced, and trustworthy leader-follower interactions. The essential components are self-awareness, a moral worldview that has been internalized, balanced cognition, and relational transparency (Dahlin & Coyne, 2019). This paradigm

represents a leader's non-authoritarian, ethical, and open behavior (Orukwowu & Ene-Peter, 2022).

Registered Nurse Job Satisfaction

Despite the abundance of published studies highlighting the significance of leadership in healthcare, only a few have investigated the relationship between different leadership philosophies and their impact on registered nurses' work satisfaction. However, it has been established that enhancing nurses' job satisfaction is crucial in addressing the challenges associated with maintaining quality standards, ensuring patient satisfaction, and retaining staff (Orukwowu & Ene-Peter, 2022). Since nurses constitute the largest group of healthcare professionals, healthcare organizations must prioritize job satisfaction for nursing staff (Strudsholm & Vollman, 2021). However, nursing management faces difficulty finding and retaining staff nurses, with a turnover rate of 21% (Weiss et al., 2019). As such, the article began by discussing the existing challenges in recruiting and retaining nurses in contemporary healthcare (Strudsholm & Vollman, 2021). The article then highlighted evidence from the literature on nursing administration, indicating that good management and administrative practices can improve staff nurse retention (Orukwowu & Ene-Peter, 2022).

To tackle the challenges faced by nursing management, evidence-based solutions that focus on leadership preparedness and institutional leadership structure are explored. These solutions encompass advanced education, leadership training, and collective leadership paradigms. Over the last decade, several studies have established the connection between effective leadership styles and registered nurse work satisfaction, retention, and

productivity (Strudsholm & Vollman, 2021). Leaders who demonstrate appreciation for their registered nurses and delegate responsibilities to benefit their workforce are more likely to retain their nursing staff. Graduate education has also been identified as a crucial factor in developing effective leadership styles, although it remains to be seen how to effectively educate management leaders (Orukwowu & Ene-Peter, 2022). Given that it is not feasible to require graduate education for all working nurse managers, initiatives for ongoing education should focus on leadership training methods that aim to assimilate excellent leadership practices for nurse managers (Schall & Michel, 2020). These training methods should cover topics such as transparency and communication, teamwork, recognizing and empowering registered nurses, and developing a mission statement for the organizational structure (Schall & Michel, 2020).

Staff Retention

Healthcare organizations must prioritize staff retention to address the growing problem of nurse turnover, which is already at a concerning 19% nationally. Retaining registered nurses may be a significant challenge, especially in a post-COVID setting, where nurses face unprecedented levels of psychological stress and burnout (Orukwowu & Ene-Peter, 2022). The current situation could lead to increased turnover rates and a widening gap between patient care and nurse competence in the coming years, making it imperative for institutions to allocate resources intelligently. To address these challenges, empowering frontline leaders is a crucial starting point. Strudsholm and Vollman (2021) noted that a vast body of research demonstrates that frontline nursing leaders play a vital role in creating a good workplace environment, retaining personnel, and improving patient satisfaction.

However, many current frontline leaders may be new to their positions and must be equipped to prioritize staff retention. The process can be expensive, as replacing a single registered nurse can be over $50,000, potentially doubling in specialty environments (Orukwowu & Ene-Peter, 2022). Leadership development programs must be at the forefront of any strategic strategy to combat these challenges to retain registered nurses. Canada's highest levels of healthcare leadership must acknowledge the crucial role of nurse leaders in staff retention and recruitment and provide them with the necessary support and coaching.

Moreover, healthcare organizations must prioritize their efforts to retain registered nurses, essential in providing high-quality patient care. The turnover of skilled professionals causes financial losses and negatively impacts patient outcomes, staff morale, and the organization's overall reputation. Healthcare leaders must then prioritize the retention of registered nurses by addressing their concerns and providing adequate support and resources to mitigate the effects of burnout and stress.

In conclusion, healthcare organizations must prioritize staff retention, especially when retaining registered nurses. Empowering frontline leaders and investing in leadership development programs can go a long way in creating a good workplace environment, retaining personnel, and improving patient satisfaction. Healthcare leaders must acknowledge the crucial role of nurse leaders in staff retention and recruitment and provide them with the necessary support and coaching to ensure the continued delivery of high-quality patient care.

Effective Leadership

The process of substantial changes in an organizational field requires significant and careful answers. Effective leadership is an essential component of an organization's "genetic code," as it is necessary to advance the current health context and help the unit and the institution to which it belongs (Schall & Michel, 2020). Researchers have highlighted effective leadership as one of the top skills that can improve one's life personally, professionally, and socially. A dynamic field like nursing may require strong leaders at all levels. Leadership could be a critical competency for nurses at all ranks, including those in administrative roles and new nurses who require self-assurance and could benefit from the ability to lead nursing students and other team members, such as healthcare assistants. Today's nurses influence every side of healthcare by applying initiatives, performance indicators, and regulations (Orukwowu & Ene-Peter, 2022).

Effective leadership is essential for delivering high-quality treatment, supporting patient safety, and promoting positive registered nurse development. Nurse leaders could be critical to providing excellent patient care confirming Frankel's assertion that creating and realizing best practice models depend on dynamic clinical leaders and encouraging clinical settings. Leadership is described as a multifaceted process of jointly deciding on a goal, motivating the team to act, and offering encouragement and support to reach agreed-upon goals (Orukwowu, 2022). The power dynamics between followers and leaders may benefit from a defined leadership. Leaders have influence and use it to influence others (Orukwowu & Ene-Peter, 2022). Others may view leadership as a transforming phenomenon that motivates adherents to go beyond what is usually expected. This point of

view may emphasize the skills, abilities, and understanding needed for effective leadership. Nurse leadership may pertain to a nurse's ability to coordinate with a team of other nursing staff or other medical personnel when they are on assignment, working under the guidance of their nurse leader, or it could pertain to how they interact with patients and their families (Orukwowu & Ene-Peter, 2022). The team leader's ability to lead is crucial to the smooth running of the shift, registered nurse retention, and handling of challenging or problematic situations (Strudsholm & Vollman, 2021). As a result, nurse leadership may be set up and executed at the bedside rather than being only the responsibility of executives and high-level management (Orukwowu, 2022).

Nursing leaders are medical staff members who perform various leadership duties, including motivating others and advancing the organization's mission and vision. They use their therapeutic experience and ability to guarantee that patients' requirements are always put first (Orukwowu & Ene-Peter, 2022). A leader should motivate and inspire his team toward the organization's goals and mission. This trait cannot be taught but can be acquired through exposure and experiences and may be improved through mentoring and coaching (Orukwowu, 2022). Before determining if a candidate has the leadership potential an institution seeks, recruiters should look for five essential characteristics. These characteristics may include integrity, the ability to communicate effectively, inspire and motivate others, and a willingness to learn and grow.

Cognitive Ability/Intelligence

It is superior to formal schooling as a predictor of leadership achievement, particularly in higher management positions (Orukwowu & Ene-Peter, 2022). The more

capable leaders score higher and are valued by their staff because they are self-assured and more adaptable.

Stability

Stable and resilient leaders create good decision-makers, risk-takers, and competent critics (Orukwowu, 2022). They are open to opportunities when they surface and willing to try them out. They do not get upset when things go wrong and are less sensitive to events that make them anxious or stressed.

Conscientiousness/Competence

A manager's commitment, thought process, and quality decide the team members' duty to rank highly in their leader (Orukwowu & Ene-Peter, 2022). Conscientious leaders strive for success for both themselves and their teams. They are goal-oriented and learn to work smartly in addition to working hard. They see the law and keep their realistic commitments; they are moral, intelligent, and compassionate.

Emotional Intelligence

Healthcare leaders with high levels of emotional intelligence are more aware of the significance and effect of their own and others' thoughts, and they motivate, encourage, and influence their registered nurses to perform at their highest level (Orukwowu & Ene-Peter, 2022). Such people are socially adept, charming, and wise. They enjoy their colleagues' and subordinates' respect, admiration, and favors (Orukwowu & Ene-Peter, 2022). By controlling their own and their team's feelings, they gain self-awareness and the ability to deal with setbacks.

Nurse Retention Strategy

According to Halter et al. (2017), nurse retention refers to the percentage of nurses who remain in their current positions. This factor can significantly impact the overall well-being of nurses, as noted by Orukwowu (2022). Nurse retention is critical for fostering a cohesive and collaborative hospital workforce, which can lead to greater worker effectiveness, job satisfaction, and the provision of high-quality care (RNAO, 2021). Patient treatment can be more consistent across healthcare facilities when nurse retention rates are high (RNAO, 2021), and understaffing can negatively affect patient care and the number of patients seen. Therefore, experienced nurses must be on board to mentor and guide new nurses in handling complex patient situations. Without productive staff, qualified healthcare professionals may be unable to provide patients with the high-quality care they deserve. In today's workplace, effective leadership is more critical than ever. Orukwowu and Ene-Peter (2022) suggest that successful leadership styles rely on the relationships between leaders and followers to change attitudes, beliefs, and behaviors. Leadership should not be viewed as separate from successful endeavors, including the healthcare industry. Indeed, leadership styles can significantly impact the culture of a healthcare institution, creating an environment that fosters autonomy, motivation, work satisfaction, and career advancement.

Healthcare Organizational Leadership

Effective leadership is crucial for the success of medical institutions. It is a learned and inheritable quality involving human psychological and professional strategies in healthcare organizational leadership (Cox, 2019; Orukwowu, 2022). To develop leadership

competencies that apply to every organization, executive leadership should be the primary focus. Leaders should have the ability to withstand competitive and dynamic organizational conditions and make progress distinguishing them from managers clearly and unambiguously (Orukwowu, 2022).

In a medical firm, a good leader should not be autocratic (Halter et al., 2017). Instead, they should act decently and guide registered nurses who report to them to achieve organizational goals effectively (Cox, 2019). Leaders in nursing should have empathy and understand the needs of group members. They should also manage group activities and lead people on a case-by-case basis (Orukwowu & Ene-Peter, 2022). Healthcare professionals with a strong desire to teach, who are intelligent, knowledgeable, and confident, are likelier to thrive in top management (Strudsholm & Vollman, 2021). Organizational leadership fosters collaboration, information sharing, peacebuilding, and team problem-solving strategies. Effective healthcare leaders communicate the organization's goals, vision, and policies and boost staff morale, ensuring effective business operations (RNAO, 2021; Strudsholm & Vollman, 2021). Nursing leaders support professional development and work to advance the goals of healthcare organizations. Effective leaders motivate their followers to strive for a common goal and respect their differences.

A healthcare leader should lead by example, commit personally and professionally, and be accountable (Cox, 2019). They must improve registered nurse morale by being familiar with them, caring about them, and inspiring initiative. By effectively motivating them, registered nurse productivity may increase, ensuring the organization's success.

Collaboration with subordinates is crucial for healthcare leaders, and they should always respect and stand by their group (Zaheer et al., 2019). Good leaders should not be overbearing or see themselves as having absolute control. They must understand that they are part of the organization (Orukwowu & Ene-Peter, 2022). The leadership characteristics of a good nurse include engagement, sincerity, adept listening, and intelligent communication. Effective leadership is essential for the success of medical institutions, and healthcare leaders must be empathetic, collaborative, committed, accountable, and inspiring. They must effectively communicate the organization's goals, motivate staff, and support professional development, ensuring effective business operations and achieving organizational objectives. How leaders manage their staff can either increase stress or promote the well-being of registered nurses. Throughout history, healthcare leadership has undergone numerous changes and has displayed many idiosyncrasies over time, continually shifting in a changing context (Orukwowu & Ene-Peter, 2022).

Work-related stress and difficulties can affect staff retention and the quality of healthcare. High nurse turnover and fatigue can negatively affect the workplace, increase healthcare costs, and reduce patient care quality. To address this issue, the government provides managerial training to numerous hospital administrators (Ofei & Paarima, 2022). They must recognize the crucial role of leadership in reducing worker turnover and promoting high-quality healthcare. A competent leader can create a positive work environment that offers registered nurses equal opportunities for advancement and fulfillment (Cox, 2019). Leadership style is essential in increasing corporate performance in work engagement and care delivery (Orukwowu, 2022). Transformational leadership is

increasingly important for promoting continuity, productivity, and happiness among followers. Nurse managers and nursing school directors must take the lead in changing not only the physical environment but also the attitudes and behaviors of nurses (Orukwowu & Ene-Peter, 2022). Therefore, transformative nursing leadership has been recognized as the best strategy for adapting to changing circumstances and learning.

Transformational leadership is a connection in which leaders and followers inspire each other to achieve higher morality and motivation. A transformational leader recognizes the values of registered nurses in their job and motivates others to create, implement, and foster excitement within the workforce (Orukwowu, 2022). Transformational leaders demonstrate reliability and interact with followers to achieve common goals (Solbakken et al., 2018). They must be aware of areas that require improvement and mentor and encourage their followers while cultivating a sense of commitment. Therefore, promoting this leadership characteristic may be crucial in addressing nurse efficiency, workplace conditions, and turnover.

Nurdina et al. (2019) conducted a qualitative study to identify nurse leaders' strategies to increase staff retention in healthcare facilities. They used a cross-sectional approach to conduct a descriptive study among nurse leaders in hospitals in Jakarta, Indonesia. The study sampled 99 head nurses and used the nursing administrator survey recruitment and retention in a nursing questionnaire to collect data (Nurdina et al., 2019). The questionnaire explores various individual and organizational factors and their impact on nurse retention in healthcare facilities. The results showed a significant and positive relationship between leadership support, organizational structure, controlling function,

staffing, and planning function with retention strategies implemented by the head nurses. The findings also showed that suitable staffing and leadership support was the most effective retention strategies, with 79% and 69% of head nurses reporting this (Orukwowu, 2022). This study was significant because it demonstrates a strong relationship between individual and organizational factors and the retention strategies used by nurse leaders. For retention, developing positive relationships and acquiring new skills were the main factors for staying in the program (Wilkinson et al., 2019). Regular professional development, reflective supervision, and an expanded scope of practice were recommended. The study provides insight into the factors that prompt nurses to leave their workplaces and those that encourage them to stay.

Hollis (2019) systematically reviewed strategies to improve the retention of experienced nurses in acute care settings. The study examined over 19 scholarly articles and identified factors influencing experienced nurses' decisions to work or leave acute care settings. The findings revealed that recognition, compensation, training and professional development, flexible working options, and performance evaluation influenced experienced nurses' decisions to work in acute care settings. Conversely, low job satisfaction, fatigue, burnout, colossal workload, low salaries, and lack of management support were major reasons for leaving (Wilkinson et al., 2019). The study is important as it can inform leadership styles that improve the retention of registered nurses in their workplaces by promoting a sense of decision-making authority and responsibility tailored to individual motivations.

Role of Leaders in Reducing Turnover Rate

Zaheer et al. (2019) investigated the impact of supervisors, teamwork, and mindful organization on reducing turnover intentions of hospital staff in Southern Ontario, Canada. The cross-sectional research study included allied health professionals, nurses, and unit clerks. The study's significance lies in highlighting the importance of teamwork and supervisory support in enhancing nurse retention in Ontario-based hospitals. Poor perception of collaboration was associated with high turnover intention, but there was no significant relationship between supervisory support of safety and mindful organizing, according to Zaheer et al. (2019). Ofei and Paarima (2022) conducted a quantitative cross-sectional study of 348 nurses from 38 hospitals in Ghana to examine the relationship between nurse managers' leadership management styles and the nurses' intentions to stay in their units. The study showed that nurse managers preferred participative leadership, followed by transformational and transactional styles. The results indicated that most nurses intended to stay and were not planning to leave or look for jobs. The study's significance lies in asserting the impact of leadership styles in increasing nurse retention in health facilities.

Colwell (2019) explored leadership strategies to improve nurse retention in the Rocky Mountain states. The study used a qualitative study design and interviewed six senior nurse managers to find strategies to enhance nurse retention. The study found that job satisfaction and turnout were the primary drivers of nurse shortages in healthcare facilities. Effective leadership practices for retaining experienced nurses included mentorship, guiding, coaching, and transformational leadership. The study is critical

because it shows the relationship between job satisfaction and turnover and the impact of effective leadership practices in retaining experienced nurses. Halter et al. (2017) systematically reviewed interventions to reduce adult nursing turnover rates in healthcare organizations. The researchers focused on identifying effective interventions that decreased the turnover rates of experienced nurses. The study categorized the interventions on individual, organizational, and leadership levels and their success in reducing nurse turnover rates. Orientation programs, leadership practices, mentorship programs, and clinical practice sabbaticals were found to be effective interventions. Orientation programs such as internships and residencies were critical for ensuring new hires stayed in practice. Clinical sabbaticals allowed nurses to relax and rejuvenate, keeping their preparation longer.

Mentorship programs have proven highly effective in improving newly registered nurses' job satisfaction, motivation, and competency. These findings are based on systematic reviews conducted by Halter et al. (2017), who also discovered that leadership practices such as promoting group cohesion, supervisor support, or empowerment could enhance nurse retention. The transformative leadership style ensures nurses remain in their workplaces. Seven evaluations of treatments aimed at minimizing nurse turnover have assessed the quality of their included research and provided consistent and valuable information on boosting retention or, at least, the desire to stay. Initial observations revealed that transition programs for newly certified nurses had a positive impact (Wilkinson et al., 2019). These programs, referred to as residencies, internships,

orientations, mentorships, and preceptorships, among other names, have been instrumental in retaining nurses, especially those in their early careers.

Nurse managers who exhibit transformational leadership styles or encourage work cohesiveness could reduce turnover rates significantly. However, there is still a need to determine how clinical management and leadership styles affect nurse attrition rates in various clinical settings and organizational and job market situations. Additionally, there are concerns about the cost-effectiveness of establishing, sustaining, and executing these nurse management styles. The effectiveness of interventions to reduce nurse turnover is superior to single therapies. Both early and experienced nurses can be challenging for hospitals to retain, with 18% of newly graduated nurses changing their positions or even their professions within the first year of employment.

Furthermore, a third of nurses leave after two years, and the average nurse turnover rate in the country is 19.1%. With an 8% nursing vacancy rate predicted to rise, the cost of nursing turnover to companies is expected to be high. It costs between $40,300 and $64,000 to replace a single clinical nurse, with the typical institution losing between $4.4 million and $6.9 million annually, according to the 2019 national healthcare retention & registered nurse staffing report (Orukwowu, 2022). Therefore, healthcare organizations must prioritize interventions to improve nurse retention to mitigate these high costs.

Issues Leaders Must Address

One of the most often stated factors in nurse turnover could be shift duration; organizations that use 12-hour shifts suffer retention issues (Orukwowu, 2022). According to Becker's hospital review, staffing, responsibilities and duties, relationships, particularly

those between co-workers on the unit, and confidence with nurse supervisors, are the three biggest causes of nursing turnover. Even though the turnover cycle might appear daunting, workable methods may lower turnover and boost registered nurse satisfaction. Researchers have shown that new graduate transition programs may improve retention and decrease fatigue. Nursing staff satisfaction may significantly increase by enhancing orientation and role transition (Lockhart, 2020).

Similarly, retention and overall work satisfaction could be raised by mentoring programs. For instance, a preceptor and mentor program was implemented at Franciscan St. Francis Hospital and Health Centers in Indianapolis, Indiana, to aid newly graduated nurses during their first year of employment. As a result, the institution's turnover rate dropped from 31% to 10% in just two years (Lockhart, 2020). Improving the office environment may positively affect staff happiness, fatigue, and turnover. Decreasing weekly and cumulative overtime and doing away with mandated overtime may reduce turnover. It can also be beneficial to create shared governance initiatives that allow nurses a stake in operations, schedules, and medical rules (Lockhart, 2020), as well may develop a culture that promotes acuity-based staffing methods and may ensure proper nurse staffing requirements to guarantee the safety of both the nurses and patients. According to Gion and Abitz (2019), the key to having a productive practice could be a culture that values work-life balance, has zero tolerance for intimidation, and fosters cooperation between healthcare providers and nursing professionals that is mutually beneficial.

Health care is affected on many levels by low nursing retention and high turnover rates (Gion & Abitz, 2019). Healthcare institutions and registered nurses could be under

intense pressure to provide patients with the highest standard of care at the lowest possible cost to increase staff and patient contentment. Globally, nursing retention should be focused on because many nurse practitioners may leave their jobs when circumstances and demands become unfavorable.

Patient care is affected by nursing turnover, which also influences staff happiness and productivity (Orukwowu, 2022). Medical institutions may find replacing staff costly, and caregivers are emotionally drained by short-staffing. Due to insufficient staffing levels, patients are refused entry, which lowers income for the institution. Furthermore, nurses often experience stress and disenfranchisement, negatively affecting their job happiness (Gion & Abitz, 2019). As a result of this difficulty, many nurses may have left the field because they might believe it prevents them from providing patients with the care they need.

Leadership philosophies directly influence nurses' intentions to remain in their positions and indirectly affect the standard of medical care given to patients (Salehzadeh, 2020). Transformational leaders aim to promote job satisfaction among nurses (Orukwowu & Ene-Peter, 2022). It entails a strictly delineated nurse managerial position, supporting delivery of health services, and supportive organizational environments (Orukwowu & Ene-Peter, 2022). Comparatively to management teams that were not involved with their workforce, positive, supportive, approachable, and accessible managers enhanced job satisfaction among nurses in their divisions.

Lower work satisfaction was linked to higher turnover rates (Salehzadeh, 2020). According to Salehzadeh (2020), medical errors are more likely to occur when there is a

more significant turnover rate and job uncertainty. Nursing turnover is becoming increasingly urgent as strain at the workplace and job unhappiness influence nurses' decision to end their jobs (Orukwowu & Ene-Peter, 2022). Nursing departments must effectively manage turnover to provide patients with high-quality care (Gion & Abitz, 2019). Sufficient managerial support and staffing for table nurses are crucial to encourage work satisfaction and high-quality patient care (Salehzadeh, 2020). Nurse retention would be aided by a supportive practice environment where everyone in the caregiver team knows their roles and responsibilities. It is challenging for institutions to find replacement nurses (Salehzadeh, 2020). Many factors may include a shortage of nurses and difficulty substituting qualified nurses. Because there are not enough treatment centers and nurses, institutions are battling with one another to recruit more nursing staff (Gion & Abitz, 2019). In addition to these issues, training substitute nurses takes time and involves several steps, beginning with recruiting, indoctrination, and completing necessary training (Salehzadeh, 2020). Due to these difficulties, the shortage of nurses could affect healthcare facilities. As it relates to healthcare finances, decreasing productivity growth of newly qualified nurses during the adaption phase indirectly may affect healthcare institutional income.

All nursing leaders should employ interpersonal skills since they complete tasks via people. Motivation, leadership, and communication abilities are all part of human connections. The extent to which each is employed depends on the job's requirements, purview, the task being done, and the subordinates' quantity, variety, and caliber (Orukwowu, 2022). Additionally, the degree to which managers employ technical, cognitive, and interpersonal talents may be used to distinguish them (Orukwowu, 2022).

Compared to middle-level or first-line managers, middle leaders disproportionately employ conceptual skills in their work (Gion & Abitz, 2019). These include finding and assessing complex issues and understanding their interrelationships, making plans and solving problems that may significantly impact the health service organization, and adopting an international perspective on the organization and its surroundings (Salehzadeh, 2020). First-line managers, in contrast, often employ technical or knowledge-based skills related to their line of work. Designing, coordinating, staffing, guiding, regulating, and decision-making are activities that all health service managers undertake to some extent (Orukwowu, 2022).

Additionally, they carry out various tasks linked to achieving professional and organizational goals that do not naturally fit into the functional grouping (Orukwowu, 2022). These jobs could be actions or conduct typical of management roles due to their rank and level of responsibility. The functions shown by Mintzberg's categorization include interpersonal, informational, and decisional.

Interpersonal Role

All management, particularly senior executives, are referred to as figureheads since they take part in ceremonial and symbolic duties like welcoming guests and giving speeches on organizational issues (Orukwowu & Ene-Peter, 2022). According to Orukwowu (2022), Liaison entails official and informal connections with internal and external parties. Influencer encompasses directing function-related actions that intend to inspire and guide others.

Leadership During COVID-19

The COVID-19 pandemic has caused healthcare practitioners a great deal of disruption (Orukwowu, 2022). Canada's leaders now battle, picking up the pieces and reassembling their teams. Even CEOs with solid teams at the start of the pandemic in 2020 discover themselves in a different situation in 2022 (Orukwowu & Ene-Peter, 2022). As a result of being hired during the COVID pandemic, many nurses have been unable to build solid relationships with their team, unit, and organization. Moreover, many fresh graduates joined high-acuity care settings with few seasoned nurses to serve as mentors. As a result, several newly graduated nurses were never properly integrated into their respective professions. Hence, there is an increasing need to ensure that nurses demonstrate a knack for professionalism and competence. Without this, it would be an exercise in futility trying to enforce.

According to Orukwowu (2022), teams experienced a decline in trust and psychological meaningfulness as work settings became more chaotic and turnover increased. Several agencies and travel nurses were brought in to address the shortage of nurses, but they were not fully integrated into the healthcare staff. The COVID pandemic could have led to an increase in experienced nursing retirements, and many registered nurses left their jobs, which affected unit practice councils and participatory decision-making. Wearing PPE made reading facial expressions and communicating with other staff members difficult, while social distancing requirements prohibited team engagement in break rooms and lounges, which might have led to eliminating team routines such as eating

meals together, hosting baby showers, and going out after work, which could lead to a lack of purpose and interpersonal ties within the team.

Team sport has always been in the medical profession (Orukwowu, 2022). To provide dependable and high-quality treatment, nurses heavily rely on one another. It may be crucial to have the team back up. The rapid changes in team composition throughout COVID- 19 pandemic made it difficult for leaders to support the staff's mental representations for effective collaboration (Orukwowu, 2022). Trust and psychological meaningfulness on the team should be the top priorities of these four. The study by Patrick Lencioni has shown that the lack of either one results in team breakdown (cited by Orukwowu, 2022). Psychological safety fosters a respectful workplace where nurses feel free to be themselves. Leaders should remember that trust is the foundation of all successful partnerships. Every decision, every conversation, and every interaction is slowed down by a team's lack of confidence (Orukwowu & Ene-Peter, 2022). Many tools are available to aid leaders in developing psychological safety and trust, but some essential evaluation tools are accessible on Google (Orukwowu, 2022). The best team cohesion or results did not necessarily result from employing the best software developers. The importance of psychological safety and team trust may increase.

Occasionally, leaders may be hesitant to conduct these evaluations because they believe they currently recognize the problems or are afraid of receiving unfavorable criticism. However, your team needs baseline data to develop (Gion & Abitz, 2019). One may not know what to begin, stop, or keep practicing if they do not inquire. In many healthcare teams today, coming together after breaking apart is challenging but essential

(Orukwowu, 2022). Without it, even the most acceptable retention and recruitment strategies would not work. Unprecedented harm was done to healthcare institutions and the nursing staff in the just-completed year of 2021 (Orukwowu & Ene-Peter, 2022). According to estimates for 2019–20, there will be 27.9 million nurses working worldwide (Orukwowu & Ene-Peter, 2022). Additionally, 5.9 million nurses were needed worldwide before the epidemic, and almost all these shortages were confined to low- and lower-middle-income nations (Orukwowu & Ene-Peter, 2022). An already inadequate supply of nurses may have been made worse by the epidemic, which has compelled swift and emergency policy actions to enhance nurse availability, at the network level, in all nations.

As data about pandemics and system responses are released, it is possible to understand better how they affect people and systems. The pandemic's effects may have worsened the pre-pandemic scarcity of nurses. Exhausted nurses are quitting their jobs or taking time off (Orukwowu, 2022). The other outflow of nurses would be more than one million, increasing the estimated worldwide nurse deficit to seven million if only an extra 4% of the world's nursing field is left due to the pandemic effect (Orukwowu, 2022). To avoid any adverse consequences of the COVID-19 pandemic, healthcare providers should regularly analyze the risk of turnover of the nursing workforce to discover any effects that may be adverse for healthcare providers as a whole and the nursing profession.

The demand for nurses is expected to grow in the next several years in Canada. Healthcare providers in Canada should concentrate on improving registered nurses' retention and the present shortage. In the advanced countries of the Organization for Economic Cooperation and Development, the proportionate amount of the new supply of

nurses through domestic training varies greatly (Orukwowu, 2022). The ability of some countries to successfully addressed pandemic concerns may be hampered by increasing indications of increased activity and fast-track international recruiting by several high-income Organization for Economic Cooperation and Development nations.

The hazards connected to foreign recruiting could increase because of the epidemic. Government-to-government bilateral agreements can manage the recruitment of nurses worldwide, but these agreements should be independently reviewed to ensure that all sides are fully compliant (Orukwowu, 2022). A self-sufficiency measure that may show how dependent a country is on foreign inflows and how the patterns of flows and their impact are changing may be used at once to track developments in international recruitment flows hence reducing the global supply to certain high-income destination nations and increase the push forces and potential outflow from developing countries.

The analysis of the pandemic's effects on nurse retention could be progressing, and the results may be exceedingly alarming. The COVID-19 pandemic may have significantly affected nurse retention and increased burnout, which may have raised the possibility of increased nurse turnover. The pandemic may have revealed and worsened any pre-existing nurse understaffing and resource shortages, increasing the stress and burden of the nurses currently on the job. Additionally, the pandemic has seriously influenced nurses, who have seen higher infections, sicknesses, and fatalities (Orukwowu, 2022). As a result of COVID-19, burnout, increased hours, and early retirement, nurse retention might decline, worsening the nursing labor shortages.

Emotional Intelligence for Leaders

Undoubtedly, emotions would surface when people are involved in healthcare institutions. This notion could imply that no-emotion-only performance occurs in a confined space where hormones cannot infiltrate. Still, the reality is that emotional responses are nurses' prime motivators or demotivators. Their emotions solely govern the effectiveness and performance of a professional. The contemporary period may be tremendously dynamic, socially and economically, with the social fabric changing quickly due to globalization and other factors. The nursing workforce may get younger, and healthcare executives could be more eager to manage registered nurses from all cultural backgrounds. In such a circumstance, leadership must be particularly sensitive to the emotional components of their interactions with nursing staff (Orukwowu & Ene-Peter, 2022).

In its simplest form, emotional intelligence should be referred to as acknowledging, understanding, and using oneself and others' emotions and sentiments to deal with interactions and feelings. Resonance is the ability of leadership to inspire followers with confidence and optimism and guide them toward positive aims (Orukwowu & Ene-Peter, 2022). Dissonance refers to the ability of leadership to have the opposite of the desired effect, such as a terrorist leader, who is the antithesis of resonance. Leadership may be extensively scrutinized for nonverbal cues and facial emotions. Because nonverbal cues may change adherents favorably or unfavorably, leaders should consider them. So, if a leader talks about corporate ethics while wearing a doubtful and perplexed expression, the followers may notice it, and the message could be lost.

Leadership should set an example by reinforcing their beliefs, ideas, and ideals with acceptable deeds. It could be challenging to take direction from a un self-aware leader; to be a successful leader, one should also be conscious of one's strengths and flaws. Leaders must empathize with what their subordinates are experiencing, feeling, and trying to achieve to manage them effectively. A team member's performance may be declining for a variety of causes. For example, a disruptive registered nurse may be struggling with motivation, while a subordinate who verbally abuses others may be feeling insecure in his skills. A leader should distinguish between facts, grasp greater depths, and understand issues that may not be immediately clear.

Emotional intelligence may be crucial for the abovementioned factors because adherents and subordinates could demand it from their leadership. When collaborating with the management, an assistant expects the boss to know his priorities and position. The manager's decision may influence the registered nurse's dedication and productivity at work. Leaders should have the proper knowledge and understanding of when they should be authoritative and when they may delegate. They showed awareness of the moments when the team acts as a single entity and when variances might occur.

Even though it may be uncomfortable, healthcare executives recognize the relevance and significance of dealing with the emotional components of interpersonal interactions since they could significantly influence performance results (Krepia et al., 2018). Feedback was appropriately given while performing evaluations and growth discussions. The head of a healthcare organization must be attentive to the worries and anxieties of their staff members, which may occasionally be revealed and remain hidden.

It is much more crucial at the top level since top healthcare officials may struggle to articulate their concerns and disagreements, and the leader prepared for some of them. Therefore, a healthcare leader should polish his personnel competencies and emotional intelligence to recruit, retain, and encourage bright registered nurses. As not all of them are endowed with the charisma to captivate audiences, the healthcare leader must also (Orukwowu, 2022). Furthermore, emotional intelligence could improve with repetition and thoughtful effort.

Theory

The logical connection between the framework and the nature of the study may find strategies that effectively improve the retention of experienced registered nurses in their workplaces. The study may show how nurse managers can collaborate with registered nurses to create a conducive environment that encourages them to stay. The study may show how nurse managers can use mentorship, coaching, guidance, and professional development to enhance the skills of registered nurses (Saunders et al., 2018). Also, the study could find how recognition and improving rewards (financial and non-financial) can reduce the registered nurse turnover rate in healthcare organizations.

Ludwig Von Bertalanffy created universal system theory some decades ago to convey ideas that would be useful across disciplines and applicable to all systems (Efendi et al., 2019). The completeness thesis held that the system could only be explained as a totality and that the whole is greater than the sum of its parts. Elementalism, which sees the whole as the sum of its constituent elements, is the antithesis of holism. A system may be described as a collection of connected pieces (Efendi et al., 2019). There are components

found in all systems that include human beings, cars, societies, and institutions. A general system theory consists of the notion of open systems. The general systems theory highlights various system levels' interrelationships and interactions (Efendi et al., 2019). Either closed or open systems exist. Closed systems are independent and often only live in the physical sciences. For the study of organizations, this viewpoint is mostly irrelevant. The open system perspective acknowledges the relationship between the system and its surroundings. Katz and Kahn et al. outline all available systems' traits (as cited in Orukwowu, 2022). Recognizing these features may aid in developing an understanding of the concepts of how organizations may work. Energy input, or energy importation, is the first attribute. Energy imports from the outside environment occur in open systems (Orukwowu, 2022)

Summary and Conclusions

Any hospital that functions successfully should have an efficient nurse management system. Operating as a registered nurse leader might require specific leadership philosophies since they should inspire and guarantee that their staff members can be happy with their positions. In nursing, showing pragmatic leadership abilities might be crucial, calling for special training, competencies, and traits. All healthcare institutions must have effective nurse leadership since it affects the retention of nurses and patient outcomes (Efendi et al., 2019). Every day, outstanding nursing leaders should show encouragement, support, and empathy to staff members. They could often be seasoned administrators or nurses who have improved their abilities as they could move on to the next leadership position. Competent nursing professionals are crucial since their team will only succeed if

they set them up for it (Efendi et al., 2019). Nursing leadership could be described as energizing, motivational, and helpful, but flexibility is essential to becoming a stellar nurse leader (Efendi et al., 2019). They should adjust to the challenges of the nursing profession's constant changes. Challenges like the shortage of nurses could still be affecting healthcare institutions in Canada. A more unified team might result from an effective nursing workforce, enhancing patient care and the workforce.

Good nurse leadership was crucial in all healthcare facilities in Canada to positively affect nurse retention and patient care experiences. Efendi et al. (2019) stated that an individual in the medical field might be enthusiastic about using nursing leadership techniques and ideas to succeed in healthcare facilities in Canada. As they influence the culture of their facility, nurse managers must have leadership and management abilities. According to Efendi et al. (2019), a nurse leader's efficiency directly affects how well their registered nurses care for patients. They could have a solid foundation with their nurses if their staff members appreciate one another and have open lines of communication (Efendi et al., 2019). Registered nurses will be more equipped to prioritize the care and safety of patients if they are properly led and managed by their hospital unit manager.

Every medical center in Canada is distinct, with many elements influencing its goal, purpose, goals, patient care, and approaches to succeeding in the ever-evolving healthcare sector (Efendi et al., 2019). When adopting leadership tactics to boost nurse retention, high-ranking nurse managers should create an effective multidimensional solution. Additionally, healthcare facilities might be capable of finding the value of their multifunctional instrument. Nurse managers might contact another healthcare facility to

learn what leadership techniques they should adopt to boost nurse retention. Nurse managers could benefit from resources that indicate what other healthcare institutions are doing to compete for registered nurses' recruitment and retention. These materials could help nurse managers enhances leadership development to keep nursing personnel.

Chapter 3: Research Method

Introduction

In this study, I sought to determine nurse managers' leadership styles and their effects on declining retention among experienced registered nurses in Canada. In this chapter, I discuss the research design and state and define the study's essential concepts and phenomena. I document functions, describing and explaining my position as an observer and researcher. I also document the methodology I employed in the study that can build or add to future research work. This chapter is characterized by an in-depth analysis of the methodological approaches employed throughout the study.

Research Design and Rationale

Research design and rationale represent a study's unalienable components and help inform the study's inclination. Notably, a research design refers to a researcher's overall plan or strategy to answer their research question. A research design involves selecting appropriate methods and techniques for data collection, analysis, and interpretation. The rationale for a research design is to ensure the study is well-structured and conducted in a way that provides reliable and valid results. The research question in this study was:

RQ: What are nurse managers' leadership styles effect on the declining retention of experienced registered nurses in Canada?

To boost registered nurse retention in public hospitals in British Columbia, Alberta, and Ontario, I examined leadership strategies nurse managers use to retain registered nurses in Canada.

For this study, a phenomenological approach was the best research design. Phenomenology is a form of qualitative research that focuses on the study of individuals' lived experiences within the world (Neubauer et al., 2019). According to Farina (2014), phenomenology is a style of thought or a way of coming to understand the reality of others. Phenomenology seeks to understand the living moment of the now (Patton, 2015). The methodology helps to look at how people interact with the world daily by putting a researcher's previous preconceptions about the wonders on hold (Yildiz, 2020). According to Yildiz (2020), this research methodology, known as descriptive phenomenology, is one of the most widely used approaches in qualitative research in the health and social sciences disciplines. This methodology is employed to explain how people experience particular occurrences. This method requires a researcher to put prejudices and basic assumptions on subjective conditions, emotions, and reactions to a specific scenario to one side. The five senses—perception, thinking, recollection, imagination, and emotions or feeling—play a role in the experience (Yildiz, 2020). Often, this type of study includes a limited number of participants. In an assessment, themes are sought or, if feasible, generalizations about the perceptions or experiences of a particular phenomenon are made. My aim was to understand how the participants share their experiences.

The study of ethnography, which focuses on human communities and cultures, shares many similarities with anthropology. Ethnography is employed to investigate issues about comprehending a particular group's ideas, values, behaviors, and methods of change adaptation. Etic or emic approaches can be used for exploring and collecting information. Emic refers to the fact that the observation comes from within the cultural context, and etic

is to observe from the outside looking in. Tenny et al. (2022) described ethnography as a research design with its origins in social and cultural anthropology, and involves a researcher being directly immersed in the participants' environment. Qualitative research is used to gather participants' experiences, perceptions, and behaviors to answer how and why questions instead of how many or how much questions (Tenny et al., 2022). An ethnography study method was not appropriate for this research because of the leadership context. In the study, my aim was to collect enough data until data saturation was reached. I knew my study goals and objectives were met when my subjects ceased providing me with new information.

Role of the Researcher

As the researcher in this study, I acted as primary instrument. I reviewed existing literature on the topic, collected data, retrieved data from organizational websites, analyzed the data, and presented the results. As the instrument in the study, I did not allow any personal beliefs to influence the result of the study. For the wider populace to trust the study, data collection must be honest, and there should be no bias. When conducting this research, I eliminated any prejudice while correctly gathering facts. I conducted the research and collected data from registered nurses and nurse managers who had a minimum of 5 years of experience in healthcare facilities in Canada. I did not know the participants personally or professionally. When conducting this research, I eliminated personal biases and concentrated on a phenomenon to produce trustworthy research. I did not have a pre-existing idea of the study's subject: leadership methods to increase nurse retention in Canada. I followed the instructions provided by the Walden University Institutional

Review Board. I upheld all ethical standards during the research process as provided by IRB. I employed continuous autofocus to reduce bias and to prevent a biased opinion of the findings.

As the instrument in this study, my main role in collecting data was identifying preconceptions, beliefs, and biases. I ensured that I did not influence the respondents during the question-and-answer session. To eliminate any biases, I followed a question-and-answer session methodology. During the interview process, I focused on asking open-ended questions that led to more detailed responses. I avoided using yes/no questions and instead started every question with *what* or *how* to encourage participants to provide more comprehensive data.

Methodology

Sample

The recruitment process for participants in this research study involved using various social media platforms such as Facebook and Instagram and contacting nurses through LinkedIn's professional page and the All Nurses Forum in Canada. The objective was to identify individuals who could provide valuable insights regarding their lived experiences about the topic, which could assist in improving the retention rate of registered nurses in Canada. The selection criteria for participants were limited to registered nurses with a minimum of 5 years of experience and nurse managers with at least 5 years of managerial experience in their respective healthcare centers. The final sample population consisted of five registered nurses and three nurse managers, all carefully chosen based on their qualifications and expertise in Alberta, British Columbia, and Ontario provinces in

Canada. As a gesture of gratitude for their participation, all participants were offered a $15 Apple gift card after the interviews were conducted. I did this to ensure participants felt valued and recognized for their contributions to the research project.

Participant Selection Logic

As the healthcare industry in Canada navigates challenging times, retaining skilled nurses has become increasingly crucial. Despite being a top healthcare organization in Canada, nursing turnover rates are rising. Many nurses are taking a step back to reevaluate their priorities and goals in both their personal and professional lives, especially after the tumultuous years of the COVID-19 pandemic (Rosser et al., 2020). In such a situation, it is imperative to consider retention plans carefully. During the study, I conducted the data collection across healthcare organizations in Alberta, British Columbia, and Ontario in Canada. The objective was to understand the reasons behind the high turnover rate of registered nurses and to identify potential retention strategies.

Participant recruitment involved contacting potential participants via email and obtaining their informed consent to participate. Once consent was received, participants were contacted to schedule a convenient one-on-one telephone interview. Daily reminders were set on my phone to ensure the interviews were conducted smoothly. Additionally, participants were reminded of the interview a few days before the scheduled date to confirm the interview. During the interview, the focus was on understanding the factors contributing to high turnover rates and why registered nurses leave their jobs. Participants were free to describe their lived experiences and what they considered important for retaining nurses and why they leave would their organizations.

Instrumentation

For this research, I acted as the data collection instrument. I conducted semistructured interviews with open-ended questions to obtain accurate information from participants that could help reduce the declining retention of experienced registered nurses in Canada and raise retention. Interviews were conducted through phone calls. Every interview was recorded with the participant's consent. I recorded the interviews with multiple devices, and the audio files were saved carefully where only I had access to them. The recording device offered a precise transcription, aiding the data processing procedure. I employed member checking, interview transcripts, and transcript assessment to enhance the accuracy and dependability of the data-gathering process. Birt et al. (2016) described member checking, also known as participant or respondent validation, as a technique for exploring the credibility of results. A method of producing knowledge known as member checking involves interviewing the interviewers before having them verify the correctness of the data collected. Content and choice of words, member verification, interview notes, and transcript reading guaranteed the data were appropriately recorded. After every participant's telephone interview, I recorded their responses, used those recordings to create transcripts, reviewed the transcripts, and emailed the transcript to participants to ensure they were accurate and to let them provide feedback within 10 business days.

Procedures for Recruitment, Participation, and Data Collection

I used open-ended interview questions as the primary data collection method to ensure high-quality information was obtained from all participants. Once potential participants who met the inclusion criteria were identified, I sought their consent and

scheduled a mutually convenient time and date to conduct the interview. I sought to delve into the various leadership styles exhibited by nurse managers and their impact on the declining retention of experienced registered nurses in Canada. To ensure that each participant fully comprehended the purpose of the research, a comprehensive discussion was held during the initial phone call with each participant, highlighting the rationale behind the need for data gathering from every respondent. To further ensure ethical considerations were met, I emailed an informed consent form to each participant, requesting them to confirm their agreement by replying, "I consent to participate in this study." This allowed the participants to review the study's aims, potential benefits, and possible risks before agreeing to participate in the research.

On the arranged day and time, I conducted the interviews immediately after receiving the participants' signed informed consent form, where they provided their consent with the phrase "I consent." I used my smartphone and laptop to record the interviews to ensure accuracy. The questions were asked in the same order and sequence for all participants, and I meticulously examined the data item by item. Each interview was anticipated to last between 20 and 30 minutes per participant. At the end of each interview, I asked if there were any final remarks or questions. After each respondent's interview, I documented their comments and evaluated the transcription for accuracy. To ensure correctness, I gave the participants a copy of the transcripts to review, make any necessary corrections, and email back to me within 10 business days. I took great care to portray the participants' responses to my inquiries accurately.

Data Analysis Plan

Researchers can opt to employ computer-assisted qualitative data analysis software (CAQDAS) to examine the data obtained from a study. To collect primary data in my study, I conducted telephone interviews, which were carefully scheduled at the most convenient time for the participants. During the telephone interview, I conversed with the interviewee, using predetermined questions to gather the required information. Telephone interviews are known to be concise and focused on obtaining specific data. I chose this approach as it is an effective qualitative research technique that allows for quick responses to the questions of interest. By using this method, I efficiently gathered the required information from the study participants.

I found valuable assistance using CAQDAS tools during my data analysis process. Opting for an interactive online application rather than the traditional pen-and-paper method, I was able to streamline my research process. The CAQDAS technology was an excellent aid throughout the study, allowing me to save time with features such as searching for specific terms, quickly compiling relevant quotes, and checking code frequency. By choosing to use this software, I could better organize and structure my analytical process, ultimately improving the overall quality of my research.

Issues of Trustworthiness

Credibility

Triangulation is a method used to increase the credibility and validity of research findings (Cohen et al., 2017). Participants that met the inclusion criteria were from Alberta, British Columbia, and Ontario. The participants were nurse managers and registered

nurses. Throughout the study, I focused on the phenomenon, and prior to the data collection, all participants were advised to be truthful, consistent, and neutral when providing information on each interview question. For the research audience to have credibility and trust in the study's findings, I collected the data truthfully and mitigated any risks or biases. I did not allow perceptions or personal opinions to influence the study's credibility. I ensured the participants had the freedom to speak freely about what they had experienced to reflect the purpose of the study. I used interviews to collect data for the investigated topic, "Nurse Managers' Leadership Style on Retention of Registered Nurses in Canada." I ensured that I accurately represented the participants' responses to give credibility to the study. Caretha (2016) stated that reviewing the findings through member checking allows for more credibility in the study.

After every interview, I emailed the audio transcript to each participant to review and make any changes that did not represent their responses to validate the information they provided. The data were analyzed using computer-assisted qualitative data analysis software (CAQDAS). While creating and developing themes, I identified keywords and used code frequencies to compile relevant data into various themes. Additionally, I included quotations relevant to each theme to help manage the analysis of the collected data. As another method to verify triangulation, I retrieved data from organizational websites, such as the NSI report on nurse retention and staffing.

Transferability

One can assess the degree to which the findings gained are generalizable to other times, locations, events, and individuals by sufficiently characterizing a phenomenon (Cox,

2019). Morse (2015) described transferability in qualitative research as transferring the original findings to another context or individual. In the study, my explanation of the findings were detailed and thorough. Canadian nursing leadership in the healthcare industry as the target audience might benefit from the findings of this study in terms of more knowledge on optimizing registered nurse retention, as stated by all participants. Furthermore, the study findings could be useful for future research on this topic and might benefit the development of policies and interventions to improve the experiences of registered nurses and nurse managers in Canada.

Dependability

Consistency is a component of dependability (Cox, 2019). As the researcher, I determined whether the analytic procedure followed the approved guidelines for the specific design. Reliability testing was conducted to guarantee that findings would hold up over time (Cox, 2019). Reliability required participants' assessments of the research's conclusions, interpretations, and suggestions to ensure that all were supported by the information they got from study participants.

Conformability

When conducting this research, I employed several additional strategies to prove conformability in this qualitative research. It was essential that participants understood my questions to answer them effectively. To indicate reaching confirmability, I used participants' quotes to describe how the results came directly from interview questions. I stopped interviewing participants when data saturation occurred, confirming that no new

data occurred. Following the confirmability process made me aware of how the participants would influenced the data; therefore, a reflexive examination was also beneficial.

Ethical Procedures

It was crucial to inform the potential participants about the aim of the research and their role during the study. Not telling participants in advance is an ethical violation of scientific research guidelines. Next, as the researcher, I had to get the informed consent of the participants in writing that they were willing participants in the study. Research should only be done with those who freely volunteer, and they can change their mind at any time in case they feel otherwise. I clarified to participants that they could change their minds later if they joined the study. According to Resnik (2015), consent means that the researcher must reveal to the participants the inherent risks of their involvement in getting scientific knowledge at the end of the process. It is also unethical to provide monetary rewards for participants during the study. Since most participants value privacy and confidentiality, the research will only use pseudonyms to hide their real identities. Walden University's Institutional Review Board will determine whether the study meets the ethical standards of conducting scientific research.

As the researcher, I satisfied all requirements for IRB approval for this study. The study would, however, have to fulfill a few essentials to be accepted. Ensuring that dangers to participants were kept to a minimum was one of the requirements I followed throughout the study. Secondly, as the researcher for this study, I ensured that the methods used were proper for the research design and did not put the participants in unnecessary danger (Kiwanuka et al., 2021). Additionally, throughout this study, I followed the expectation to

make sure that the research used practices previously used for therapy where necessary. Additionally, I ensured that subject risks were appropriate given the potential benefits and the significance of the knowledge that would be expected to appear.

The study was developed to consider vulnerable groups' unique needs. I was responsible for ensuring that the subjects were chosen relatively. I ensured that the inclusion and exclusion criteria were suitable for the study. I also ensured that the recruiting procedure was fair and that the research's goal, location, and method were proper to meet the study requirements. To conduct research under FDA regulation, informed consent will be requested and waived in line with 45 CFR 46.116 and 21 CFR 50.25 (Peled-Raz et al., 2021). According to 45 CFR 46.117—and 21 CFR 50.27, informed consent will be documented for research subject to FDA regulation, or documentation requirements will be disregarded. Peled-Raz et al. (2021) add that provisions are created for tracking the information obtained to protect subjects' safety when necessary. The participant's data remained confidential, and the researcher was not supposed to share them with anyone else (Peled-Raz et al., 2021). I stored the data on my laptop with password protection. No one else can have access to the data because I did not share it with anyone. After the study, the data will be stored for 5 years before it can be destroyed.

Summary

The most suitable research design for this study was a phenomenological study. Throughout the research process, my opinions, values, and views did not influence me apart from data gathering. The study only recruited registered nurses and nurse managers with at least 5 years of experience, and I was the primary instrument for collecting data.

Semi-structured interviews with open-ended questions were used to obtain accurate information from participants. Following Walden IRB approval participants who met the study criteria were emailed the consent form and were informed they could withdraw from the study at any time. The audio recording devices was used to capture the interviews, and CAQDAS was used successfully to transcribe and code the data.

Improved registered nurse retention rates could help organizations improve their competitive position by raising patient satisfaction ratings and enhancing clinical outcomes. Using leadership strategies that could improve retention and lower turnover rates can make this possible. Since registered nurses might decide how patients are treated and who has access to medical treatment, nurse retention is crucial for the general health of the communities they serve. Healthcare providers' nursing leadership could not be prepared for success without the proper leadership development, eventually leading to patient access and care deterioration that can affect societal transformation. Patient care might get better with effective leadership techniques. Medical organizations should consider using a diversified approach to leadership strategies that could increase nurse retention. The frontline nursing staff should be involved in decision making for their institution through the shared governance program. When registered nurses are empowered, they are more motivated and fulfilled in their work, resulting in improved clinical outcomes, which improve patient care. When patients' health is improved, it impacts society as population health improves. For registered nurses, showing a reward system and the appropriate management to supervise nursing staff was crucial.

Registered nurses might quit their healthcare facility where they do not trust the management or do not feel valued if the wrong nurse manager is chosen. Registered nurses could transfer to another unit or health care facility if they do not think their manager values them. To foster improvement, effective control with poor performers should occur; otherwise, top achieving registered nurses will leave since they no longer want to work under a manager and do not care about them for working long hours or lack of motivation for what they do. Professional planning and discussing each nurse's aims and goals is another reason that can lead to beneficial progressive transformation. This research initiative aims to ensure that nurses are content in their positions and do not quit the institution simply because they encounter poor leadership. It can harm patient care due to workforce constraints when nursing staff stops departments without informing supervisors of their concerns. Nursing jobs are essential for implementing change and managing multidisciplinary teams that provide care for families and patients. The implications for professional practice and future research are discussed in Chapters 4 and 5 of this work.

Chapter 4: Results

Introduction

I conducted a qualitative phenomenological study to understand the lived experiences of each participant regarding strategies nurse managers employ to lower registered nurse turnover and to improve retention in their hospital unit. I employed open-ended semistructured interview questions with the participants to gather data. My interview questions were structured to acquire detailed insight into the strategies employed by nurse managers to reduce employee turnover and retain registered nurses. Thunberg and Arnell (2022) argued that using interviews is important in research because a researcher can acquire primary data in case study designs. According to Thunberg and Arnell (2022), interviews are crucial because they bring interaction criteria that establishes a discourse between study and researcher. Interviews are a primary source of data for researchers in case study designs. Researchers have identified interviews as an interactive instrument to establish a discourse between the researcher and the study.

I aimed to acquire effective strategies nurse managers in various healthcare organizations use to mitigate the high rate of registered nurse turnover. The research question for this phenomenological study was:

RQ: What are nurse managers' leadership styles effect on the declining retention of experienced registered nurses in Canada?

Five registered nurses and three nurse managers were the participants, included to respond to the interview questions regarding their experiences with the effectiveness of leadership strategies to ensure that registered nurses are retained. Through the study, I kept a record

of the data received from participant experiences, which helped me develop possible recommendations to address the high rate of nursing turnover and strategies that can be employed to enhance nurse retention. Increased recognition of qualitative research regarding the acquisition of valuable nursing knowledge in solving the problem of registered nursing turnover is crucial. This research was carried out professionally and with accuracy. I employed a semistructured interview process in this study to collect multiple sources of evidence. In this study, I used immediate strategies to ensure persistent and prolonged engagement and peer debriefing to ensure the study was thorough. For accurate results, rigor must be adopted while embracing the flexibility of qualitative research.

Setting

Study participants were from in British Columbia, Alberta, and Ontario healthcare facilities. I focused on healthcare facilities in British Columbia, Alberta, and Ontario provinces in Canada. Participants were nurse managers with a minimum of 5 years of experience and registered nurses with a minimum of 5 years of experience from various healthcare institutions. During the recruitment and selection process for participants, I experienced various challenges. One significant challenge was based on time. For instance, the registered nurses spent most of their time at work and worked longer hours, which meant telephone interviews had to be scheduled during their off days making it a challenge to schedule interviews. Collecting data from all participants took a great deal of time. In addition, I did not reach the intended number of participants for this study; however, data saturation occurred during the sixth and seventh interviews and was confirmed after the eighth interview.

Furthermore, I experienced challenges obtaining informed consent due to participants' fears of possible issues regarding confidentiality. Another challenging factor was participants feeling their identity could be revealed to their healthcare institutions, which could give participants a lack of confidence to respond to the interview without limiting themselves and to remain within the guidelines of the consent form. Also, because the interviews were conducted over the telephone, the data collected could not be represented statistically.

In addition, I limited the study to public institutions and did not include private clinics or nonprofit healthcare facilities. The participants I recruited worked in public healthcare facilities. The accuracy of the results may be impacted because private and nonprofit healthcare facilities were not represented. Consequently, the findings might not reveal the experiences and strategies of registered nurses and nurse managers in private and nonprofit healthcare facilities. Additionally, the study's research setting was focused on three provinces, which means it cannot be generalized to other provinces experiencing the same issue. Provinces like Manitoba, Quebec, and Saskatchewan, which were not included, could have different problems that require further investigation in future research.

Demographics

I aimed to examine the lived experiences of registered nurses and nurse managers in the Canadian provinces of Alberta, British Columbia, and Ontario. Five registered nurses and three nurse managers participated, and data were collected through telephone interviews using a semistructured interview guide comprising 10 open-ended questions. As

the researcher, I was the primary instrument for data collection, and interviews lasted an average of 25 minutes each.

After conducting the sixth and seventh interviews, I observed the data collected were becoming repetitive, and by the eighth interview, it was clear that data saturation had been reached. According to Guest et al. (2020), data saturation is a point in research when no new ideas, patterns, or themes emerge from the data. Therefore, I concluded the sample size was sufficient to exhaust the study, and no further participants were required. Data saturation is a critical aspect of qualitative research, as it ensures the findings are robust and reliable. In this study, data saturation lends credibility and validates the results obtained and assures the conclusions drawn are trustworthy. Therefore, the study findings could be useful for future research in this topic and might benefit the development of policies and interventions to improve the experiences of registered nurses and nurse managers in Canada.

Data Collection

To boost nursing retention in public hospitals in British Columbia, Alberta, and Ontario, I investigated successful leadership strategies nursing managers use to retain registered nurses in their hospital unit. My responsibility during the data collection was to distinguish my perceptions, beliefs, and opinions from the research study. When conducting this research, I kept all personal opinions, values, and views away from the data-gathering process. I conducted the research and collected data from registered nurses with a minimum of 5 years' experience and nurse managers with a minimum of 5 years of experience in their healthcare facilities in Canada. Telephone interviews were done one-

on-one at the convenience of the participants. There was no third party. Understanding the reasons behind high registered nurse turnover and potential leadership strategies in Canadian hospitals was the goal of this interview. When conducting this interview, I let participants understand what was most important to retain nurse staff if they could uncover and highlight some factors leading to high turnover and why registered nurses leave (see Rosser et al., 2020). The objective was to obtain current data on nurses satisfaction with leadership styles to tailor retention measures that could reduce nurse turnover rates in Canada.

The study participants were three nurse managers and five registered nurses who participated in the interviewing process. While collecting the data, I used my cell phone and laptop as additional devices. The transcription of the audio included the use of CAQDAS, where the process of coding took place as well. The nurses were recruited through social media platforms such as Facebook, Instagram, and LinkedIn. The population sample consisted of eight participants—three nurse managers and five registered nurses—who were contacted through email and provided the phone number to reach them and the time and day they would be available for the telephone interview. I kept a reminder in my cell phone for an alert for each scheduled interview date. I was also responsible for ensuring participants were reminded of the interview schedule. I made it clear to the participants they could change their minds about participating in the study at any time as indicated in the consent form. In the process of conducting this research, my major concern was to ensure that all the data obtained were checked for accuracy and resonance with participants' experiences.

I employed what and how questions during the interviews. I did not use yes/no questions because this could not achieve the required data for the research. After each interview, I saved the audio file in a secured folder so the information could not be exposed to third parties. The recording device gave a precise form of transcription that helped in the data processing procedure. My interview questions were structured to explore and understand the strategies nurse managers use to reduce employee turnover and retain nurses. All the participants were asked the questions in a similar sequence and order; each responded according to the appropriateness of how they would respond. Each interview took approximately 25 minutes; lengths varied due to each participant's engagement and follow-up questions. Interview transcripts and transcript assessments were applied to help ensure data accuracy and validation. Member checking was also used after each interview to verify the authenticity of the data (see Candela, 2019). Member checking occurs when a researcher has the participants review the contents of the gathered information for accuracy and make any changes to the data (Caretta, 2016). I emailed the interview transcript to each participant and asked that they check it for accuracy and resonance with their experiences and return it to me within 10 business days.

Data Analysis

This qualitative phenomenological study was conducted to help identify effective strategies nurse managers use to retain registered nurses and lower the rate of registered nurse turnover in healthcare facilities in Canada. Participants were given pseudonyms in the form of letters and numbers to protect their identities. Managers were M1, M2, and M3. Registered nurses were R1, R2, R3, R4, and R5. I used CAQDAS to analyze the data

collected from participants. The CAQDAS software benefitted me in this study because it helped in various functions such as coding, content analysis, data transcription, and text interpretation.

Telephone interviews were the most convenient way to conduct participant interviews and were the most appropriate way to meet nurses' schedule requirements. As the instrument in this research, my questions were designed to capture enough data to understand nurse managers' leadership style and effects on retention of registered nurses in Canada. I was able to keep a record of the data received from participants' experiences, which helped me develop recommendations to help address the high rate of nursing turnover and strategies to enhance nurse retention.

During the interview, I efficiently engaged participants and stayed focused on obtaining the necessary data for the study. To aid in data collection and analysis, I used CAQDAS software, which proved to be a quick and efficient alternative to manual forms of data coding and organization. While creating and developing themes, I identified keywords and used code frequencies to compile relevant data into various themes. Additionally, I included quotations relevant to each theme to help manage the analysis of the collected data. Through this process, I identified three main themes and three subthemes. Main themes were (a) job satisfaction, (b) retention strategies for registered nurses, and (c) nurse management assistance. Subthemes were (a) compensation and wage increase, (b) facilitating access to continuous education, and (d) appreciation. These themes allowed me to address the research question succinctly.

Evidence of Trustworthiness

Credibility

Triangulation was employed in this study with "Nurse Managers' Leadership Style on Retention of Registered Nurses in Canada" to enhance credibility and validity. First, I conducted literature reviews using keywords to search for the topic under investigation, "Nurse Managers' Leadership Style on Retention of Registered Nurses in Canada". The literature reveals what prompts nurses to leave their workplaces and factors that might encourage them to stay. The other step I took to confirm evidence of triangulation was retrieving data and documents from organizational websites. The documents and data retrieved indicated "National Health Care Retention and Registered Nurse Staffing Report in Canada".

Another source of data collection was telephone interviews. Participants that met the inclusion criteria were three nurse managers and five registered nurses from Alberta, British Columbia, and Ontario in Canada. Each participant interview was scheduled at their convenience after getting the consent to participate in the study. Throughout the study, I focused on the phenomenon prior to the data collection, and all participants were advised to be truthful, consistent, and neutral when providing information on each interview question. I ensured I accurately represented the participants' responses of the to give credibility to the study. Caretha (2016) stated that reviewing the findings through member checking allows for more credibility in the study. I employed open-ended semi-structured interview questions with the participants to gather data. My interview questions were structured to acquire a detailed insight into the strategies employed by nurse managers to

reduce employee turnover and retain registered nurses. Thunberg and Arnell (2022) argued that using interviews is important in research since one can acquire the primary data for the researchers in case study designs. After every interview, I emailed the audio transcript to each participant to review and make any changes that did not represent their responses to validate the information they provided. The data were analyzed using CAQDAS. While creating and developing themes, I identified keywords and used code frequencies to compile relevant data into various themes. I grouped participants' words, quotes, and experiences that appeared to be similar in the same category to illustrate themes to help manage the analysis of the collected data. I stopped interviewing participants when data collection had no new topics to report and no new category. I expand on the result of the study by discussing the emerging themes to present the findings and make recommendations.

Transferability

The research study utilized a comprehensive description-based approach to enhance the findings' external validity, as Schwingshackl et al. (2021) reported. The approach involved the assessment of the phenomenon under investigation concerning its location, time, and contextual characteristics. Using extensive and detailed descriptions, the study aimed to provide a nuanced and contextually sensitive understanding of the research topic. One can assess the degree to which the findings gained are generalizable to other times, locations, events, and individuals by sufficiently characterizing a phenomenon (Cox, 2019). Morse (2015) described transferability in qualitative research as transferring the original findings to another context or individual. In the study, my explanation of the

findings were detailed and thorough. Future studies on nurse retention strategies and Canadian nursing leadership in the healthcare industry as the target audience might benefit from the findings of this study in terms of more knowledge on optimizing registered nurse retention as stated in agreement by all participants.

Dependability

According to Schwingshackl et al. (2021), consistency is critical in improving dependability. As the researcher, I adhered to the approved guidelines for the design during the data collection process. In addition, I conducted reliability testing to ensure the sustainability of the findings over time. It was important that participants understood what I was asking to provide an effective response. Having participants understand my questions helped them respond effectively confirmed dependability in the study. The reliability check was carried out by having the participants evaluate the research conclusions, recommendations, and interpretations to confirm that all the information provided was consistent with what they had shared.

Confirmability

When conducting this research, I employed several additional strategies to prove conformability. To indicate reaching confirmability, I used participants' quotes and explanations to describe how the results came directly from interview questions. For example, data collection methods and literature reviews from chapter two enabled me, as the researcher, to assess the effectiveness of the study's ideas and plan. Cummings et al. (2018) stated that influential nurse leaders should show registered nurses personalized respect, inspire them, and instill a sense of excitement for their creativity and innovation.

Good leadership indicates high-quality outcomes in healthcare (Cummings et al., 2021). All registered nurses who participated in the study confirmed through an agreement that nurse managers that inspire, motivate, and show appreciation for registered nurses could result in quality outcomes in patient delivery. I kept a record of the data received from their experiences, which helped me create possible recommendations that could help solve the problems of the high rate of nursing turnover and outline more strategies that can be employed to enhance their retention. Following the confirmability process made me, as the researcher, aware of how they influenced the outcome.

Results

In this section, I expand on my results by describing emerging themes. According to the three nursing managers and five registered nurses who participated in this study, I examined the nurse managers' leadership styles on the declining retention of experienced registered nurses in Canada. There were three themes and three subthemes. The three themes that emerged were (a) strategies for retaining nurses, (b) management assistance, (c) being happy at work. The three subthemes were (a) receiving compensation and wage increase, (b) facilitating nurses' access to continuing education, (c) showing your appreciation.

I elaborated on the findings of my study in this section by discussing the emerging themes identified through the input of three nursing managers and five registered nurses in Canada. The focus of the study was to examine the impact of nurse managers' leadership styles on the declining retention of experienced registered nurses. The study identified three overarching themes and three subthemes. The three main themes that emerged were: (a)

strategies for retaining nurses, (b) management assistance, and (c) job satisfaction. Within these themes, the study also identified three subthemes that further highlighted the key factors that influenced nurse retention: (a) receiving compensation and wage increases, (b) facilitating access to continuing education, and (c) demonstrating appreciation for nurses' work.

Theme 1: Strategies for Retaining Nurses

The study showed that despite registered nurses having a crucial role in the healthcare sector, registered nurses frequently experience overwork, underpayment, and under-appreciation. Because they are overworked, exhausted, and under a great deal of stress, many registered nurses leave the profession. Due to senior registered nurse retirements and fewer young adults choosing nursing as a career, a nursing shortage in Canada needs to be addressed to deliver patient care. Healthcare providers in Canada could benefit if they support frontline nurse managers, recruit, and retain registered nurses. This section of the study will cover some techniques that may help keep nurses in Canadian healthcare facilities and motivate them to become better nurses, thus increasing retention rates. Retention of nurses can enhance their general well-being (Orukwowu, 2022). Maintaining nurses is essential because it may foster a unified and collaborative hospital workforce. Nurse managers who fail to adapt and implement leadership strategies to address changing healthcare needs might experience shortages of registered nurses and high turnover. From this study, the following strategies can be used by nurse managers to retain registered nurses and minimize their turnover.

Encourage a Positive Work Environment

As identified by R1 in this study, one of the critical elements of registered nurse retention strategies should be the workplace culture. R1 revealed that many healthcare facilities they have worked for lack supportive cultures that promote collaboration and teamwork. Due to this lack of support, some of R1's colleagues have left for other healthcare facilities encouraging a positive work environment. R1 further stated that nurse managers they have previously worked for did not support a positive working atmosphere. Due to this, R1 resigned from working for them. The lack of collaboration and teamwork provides more authority to registered nurses. M2 supported this, stating that they ensure they listen to their staff "because employees will stay longer when they feel their manager listens to them."

As a result, nurses might feel demoralized or unsatisfied with their jobs and start looking for other employment opportunities in another healthcare facility when they are uncomfortable with their manager's lack of leadership in creating a teamwork culture. When considering nursing staff retention strategies, M1 stated that it has been beneficial to retain registered nurses under their unit by considering how to help nurses feel invested in their role as registered nurses. M1 highlighted that inclusivity and promoting feedback from every registered nurse was mandatory; fostering participation in discussions and decisions that affects them, or the workplace can achieve this. Due to this, M1 has always retained registered nurses in the hospital unit. M1 further stated never having a registered nurse leave because of providing a sense of ownership over the outcomes, and when a nurse leaves, they ensure they get a reason for leaving. By having an open-door policy for

registered nurses and involving them to participate in how they can do their job better, they can have good feedback on what can be improved to perform their jobs satisfactorily and retain them.

Offer Support and Student Loan Forgiveness

In this study, all participants agreed that taking support for retaining registered nurses would be beneficial. One participant, referred to as R2, emphasized that a workforce that feels valued is a happy one. R2 suggested that nurse managers should support registered nurses when they encounter difficulty providing patient care, attracting new registered nurses while retain current ones, as a culture of support would be established. R2 proposed an incentive program offering student loan repayment for registered nurses who commit to working at the healthcare facility for five years. Another participant, R3, cited a lack of mentorship, guidance, coaching, and training as cultural factors that led to her departure from a previous healthcare facility. Lastly, R1 noted that she has never been allowed to undergo new training and recommended that her manager request training to keep up with advances in medical technology.

M2 stated that they practices transformational leadership and have kept an open-door policy to engage all registered nurses under their unit. By having an open-door policy, M2 has captured what is needed and if support to retain her registered nurses to perform their job satisfactorily. M3 also described that they practice a transformational leadership style and has an open-door policy and continuous engagement with registered nurses to capture important issues and provide that support. And thus, they have been successful in retaining registered nurses and recruiting more registered nurses to stay. Mentorship

programs were also very effective because they recently improved registered nurses' job satisfaction, motivation, and competency (Halter et al., 2017). Based on the systematic reviews, leadership practices such as the promotion of group cohesion, supervisor support, and empowerment also enhanced the retention of nurses (Halter et al., 2017). More importantly, the study also found that the transformative leadership style played a critical role in ensuring that nurses stay in their workplaces.

R3 stated that registered nurses work with patients, doctors, and others to provide effective patient care. The managers that create a teamwork culture would succeed in keeping registered nurses and lower turnover. When errors happen and people complain, as the manager, you are responsible for supporting your nursing staff in these situations and reviewing if more support or training is needed to improve how registered nurses perform their job. From the feedback obtained from R1 to R5, they described how having a manager who values them and encourages work cohesiveness has made them stay on their job. M1 and M3 described what it means to them to lower turnover or boost retention, especially when they have a toxic employee who lacks teamwork and accountability. They first try to engage that employee to improve. When that does not work, they negotiate with other unit managers to transfer or change that employee's shift. They do this not to have their good employees leave. While addressing mistakes or complaints is essential, do so professionally and avoid engaging in combative or defensive conversations with registered nurses. M3 stated that listening to what nurses say for a while and then doing their best to support their concerns has helped reduce registered nurses defecting to work for another unit or healthcare facility. R3 stated that if nurses feel they have a manager or supervisor

who is on their side and supports them, they are more likely to stay and work for that manager and would not consider leaving. R4 and R5 confirmed that as well. When one considers that managers were the main reason healthcare workers left their jobs, it makes sense that a manager has a lot to do with keeping nurses at the workplace.

Reduce Longer Shifts

In their capacity as registered nurses in Canada, the study showed that nurses perform a variety of responsibilities on the frontline, work longer hours, and miss family time. Even without having to work extra hours or nights, registered nurses have a lot of responsibilities, from ensuring that patients receive the proper medications to managing patients' families to updating doctors on patients' conditions. It is not shocking that many nurses report feeling mentally exhausted, stressed, and overburdened due to working long shifts. Due to mental stress, registered nurses may eventually leave their jobs or look for fewer demanding ones with shorter shifts. During the peak of COVID-19, all participants described how challenging it was working 12 or more hours and, most times, 16 hours. R4 stated that working over 12 hours was a norm during the peak of COVID-19. R4 also described how it impacted family because they were working too much, and would have considered leaving if not for financial reasons as the sole income in the family. R5 stated a few registered nurses leave due to the longer shifts and mental breakdowns, especially during COVID-19. Considering this, nurse leaders who emphasize the development of effective leadership styles may have greater success improving clinical outcomes, increasing employees' satisfaction, and addressing the shortage of nurses in the healthcare industry in the long run through effective leadership styles.

All participants agreed that every healthcare facility must look after their nurses' mental health to provide them with a secure and healthy workplace where they can prosper. As a result, as part of your plan to keep nurses on the job, one might include mental health resources for them to use. It was essential to support nurses in this area to prevent burnout by providing them access to free therapy sessions or encouraging them to take time off for their mental health.

M1, M2, and M3 agreed that they would like to see mental health counseling or therapy provisions for their healthcare facility. Having such resources can help them deal with the challenges of being a registered nurse, which may help them enjoy being a nurse and not leave. All participants agreed that working longer than 12 hours causes stress and mental breakdown. They want hospital administrators to approve more funding to hire more nurses.

Ensure there are sufficient nurses to care for each patient. Patients lose out on receiving top-notch care from a healthcare professional when hospitals are understaffed. Healthcare provider administrators must know how understaffing affects patient care. All participants agreed that more nurses must be recruited to reduce the number of overtime worked. R1 to R5 agreed they work many hours, sometimes up to 16 hours per shift. Working over 10 hours daily is difficult and sometimes might lead to poor patient care. Because after working eight hours, there are times when they are tired, and when one is tired, mistakes can happen, which might lead to poor patient care. R3 said that during the COVID-19 peak, one of the managers in the unit refused to schedule staff for more than 10 hours. The manager resigned because they valued registered nurses and refused to make

them work overtime making the registered nurses feel appreciated by this manager. Long work hours, excessive work-related obligations, and a rise in the number of patients per nurse are some causes of nurse burnout. Hospital administrators and nursing managers should speak with their registered nursing staff to determine their job desires. Registered nurses' enjoyment and satisfaction with their jobs motivate them to continue enjoying their role as a nurse.

Theme 2: Management Assistance

Management assistance was the second theme identified in this study, which managers employed to reduce the turnover rate among the nursing staff. All participants agreed that if the turnover rate of nurses is to be lowered, the healthcare leadership team should consistently show their assistance, like appreciation for nursing staff. R1 and R2 stated they had not received any appreciation for their good work from their managers and felt their work needed to be valued. R1 described how their manager expects the problem and solution from them. The manager does not provide any assistance and this made R1 feel might move on if the right opportunity to a different hospital is available. Every staff under the manager is concerned about her leadership. To foster the growth of a healthy culture, nurses anticipate getting assistance from leadership in mentoring, developing leader-registered nurse ties, and improving staff involvement. Registered nurses are less likely to contemplate quitting their current leader if they feel valued by management, support management, and have input into major organizational decisions to improve patient care. It is widely accepted that a hospital's level of commitment from its registered nurses, job satisfaction, and the chance of leaving their positions are heavily influenced by the

leadership style used. One of these is the probability of staff turnover. The responsibility of ensuring management supports their organization's need to succeed falls on the shoulders of healthcare industry leaders.

Registered nurses are not driven out of their jobs by the tasks at hand but by how their manager's leadership skills meet patient care demands; all participants confirmed this. Nurse managers are ethically responsible for keeping in touch with registered nurses by valuing their happiness, which could lead to nurse retention and lower nurse turnover. All participants pointed out the importance for managers to always pay attention to their staff's concerns and hear what they say about the organization's requirements. M1, M2, and M3 stated the importance of assisting nurses, like providing nurses with the tools; they need to do their jobs well. I asked M1 a follow-up question, "How should leaders help the nursing staff?" The response from M1 was that to reduce the turnover rate of nurses, hospital leadership must adopt an open-door policy where hospital management should aid needed registered nurses and discuss any concerns. M1 described how being a transformational leader in that helps to best lead by having an open policy and frequently following to see what they can do to address any issue or concern. The aim is to lower the turnover rate of nurses and have them feel that assistance from management is there. Findings of the study revealed that nurse managers should offer inspirational and encouragement since it could empower their teams to take responsibility for their work, which will improve patient care.

Another circumstance that all participants agree on is that registered nurses may want reassurance from their managers that they will support them when needed. Nurse managers should develop personal ties with registered nurses to increase trust, loyalty, and

participation. Nurse managers can influence registered nurses' retention and turnover rates by building rapport with nurses. This study has pointed out the importance for nurse managers to develop a stronger relationship with their nursing staff to build stronger satisfaction and productivity, improving patient care. Creating and maintaining strong relationships with nursing staff is crucial for lowering the likelihood of nurse turnover. A nurse manager with good leadership skills may overcome the obstacles of nurse turnover and maintain a strong retention degree in the hospital unit.

All participants agreed that it is crucial to understand their nurses' perspectives and priorities, but they could not agree on how to do so; R1 stated there are cases where they have worked with other nurses that cannot handle a patient or a patient family odd behavior and priority of is safety first to both the patient and the nurse. R1 further explained having a different perspective from colleagues and how to handle disrespectful, violent patient or patient family behavior that is disrespectful. Nurse manager leadership is needed in such instances, but the current manager does nothing about it and expects the nursing staff to figure it out. When a nurse manager expects nurses to come up with questions and answers, registered nurses feel uncomfortable. They may eventually look for other hospitals to work for because their job is to help the patient and not to manage employees.

If there is tension between nursing staff, the nurse manager should show strong leadership skills to handle the issue. If a nurse manager does nothing and expects registered nurses to figure it out, as stated by R1, registered nurses would be less satisfied with their jobs. Nurse managers should offer their nursing staff the direction and guidance they need to succeed. R1, R2, R3, and R4 described the negative impact of their job on their health

and well-being, and one contributing reason is unsatisfactory leadership support. Registered nurses may be considering leaving the hospital because they are unhappy in their current roles; nevertheless, these turnover intentions may be averted if their manager has strong leadership skills.

Furthermore, positive or negative feedback is an essential part of leadership's support to increase nurses' levels of job satisfaction. The study depicted that effective communication is critical to any hospital's long-term success. All participants agreed that effective communication is crucial for leaders to support their staff. Leaders who appreciate the relevance of what their junior staff does and value their concerns are more likely to boost registered nurse commitment on the job, reducing the amount of registered nurse turnover. According to the findings of this research, having supportive leadership is one of the essential factors in reducing the turnover rate of nurses.

Theme 3: Being Happy in Your Work

The concept that emerged from examining the participants' comments was job satisfaction as a means of decreasing nurse turnover. Among the many factors contributing to reducing nurse turnover is when a registered nurse is happy doing her job. Participants R1 to R5 agreed that it is very important to them to work in an environment where they are happy being at work, and when they are happy to go to work, they perform their job better. All the participants confirmed that registered nurses should be able to be happy with what they do and enjoy helping patients. All participants confirmed that registered nurses who reported higher levels of enjoyment in their work also reported higher levels of job satisfaction. Registered nurses who are happy in their jobs tend to remain in their hospital

longer and would not want to leave. Nurse managers will see a reduced nurse turnover and increased registered nurse retention. All participants agreed that more initiatives should be taken to establish collaboration with higher educational institutions offering a nursing program to recruit potential nursing students into the nursing profession. R3 and R4 stated that leaders who recognize and value registered nurses, are more likely to feel satisfied in their jobs and stay.

All participants revealed that increased workplace autonomy leads to greater job satisfaction. R5 indicated that when nurses are free to do what they are trained for, they are happier to perform their job. Workers working in an autonomous environment can result in workers being more content at work, and they will be happy doing what they do. When a nurse manager creates that autonomous working atmosphere, nurses will be happy and stay, aiding in better patient care. All participants reported higher levels of job satisfaction when their managers demonstrated trust in their staff by empowering nurses to make independent decisions within their respective units.

M1, M2, and M3 reported higher levels of job satisfaction from their staff due to their leadership's consistent demonstration of support and trust, which has made registered nurses not leave. M1, M2, and M3 confirmed allowing registered nurses under their unit the autonomy to work freely and provide help when needed in the decision-making process on the frontline of caregiving to the patient. M1 and M3 indicated how registered nurses under their leadership express their happiness and appreciation for having a manager that understands what it takes to do a better job. Various factors can affect why a nurse might be happy or not at what they do, which can be a factor for job satisfaction positively or

negatively. It will benefit a manager to understand what can lead to their happiness and engage staff for feedback about what can be done to improve working conditions. Because when registered nurses have the joy of coming to work, it will drive job satisfaction, decreasing registered nurse turnover and increasing the retention ratio.

Receiving Compensation and Wage Increase

This study pointed out how all participants agreed that pay packages were important in reducing the turnover rate of registered nurses. All participants described the need for competitive pay to keep staff retention. R1 and R2 stated, "Nurses in Alberta have not seen any wage increase in five years." Hospitals and healthcare facilities should review wage increases for registered nurses within 5 years to keep competitive pay. When registered nurses are given a pay increase and other benefits, the hospital and healthcare facility can retain its registered nurses. Competitive wages and benefits are necessary to attract and retain potential registered nurses. According to Green (2016), a hospital's capacity to pay its registered nurses moderately will immediately affect the turnover rate.

Delivering monthly incentives to registered nurses was found to help minimize the turnover rate for nurses. Participant R2 stated, "It will be nice to see pay increase and compensation to meet inflation levels and, especially since the pandemic, inflation have risen more than wages." R3 and R4 also confirmed that offering registered nurses yearly wage increases and better benefits rewards could benefit healthcare providers. They added, "This way, they would not want to leave for a better-paying healthcare facility because when registered nurses are happy with their wages and compensation, they commit to staying with a hospital or healthcare facility for longer". The healthcare facility turnover

rate could be lowered if registered nurses are given a wage increase year lease for a three to five years. Including yearly adjustments to inflation levels is more likely to retain registered nurses on board for longer. A staff might consider the degree of his wages, which could somewhat determine his overall job satisfaction which may contribute to his lack of motivation and commitment to the organization to perform his duties.

M2 indicated they always brought up facilitating nurses' access to continuing education to their superiors, but the answer is a need for more funding. M2 added, "Creating an environment where your nurses can flourish, realize their full potential, and grow their careers will be beneficial as a manager." M2 continued that as a registered nurse, she valued a work environment providing resources to improve their skills and advance their careers and would expect the same from her staff. One thing that may help with this is hospital sponsors allocating funding allowing employees to access training and continuing education to help them develop their skills and advance their careers. Education does not stop on the job. Education and training should be a continuous process to improve skills on the job and grow careers. All participants agreed that continuing education is important and wish they could offer it in their hospitals. R5 stated that they have never been approached for any additional online training. She had always looked for training and paid out of pocket. R3 stated, "I wish that such opportunities to take additional training are taken seriously by my manager." R4 also mentioned that they wish their manager would push for reimbursement for their certification. "Maybe they just do not care," R4 continued.

Healthcare and hospital facilities must assist registered nurses, pay the fees for their certification, and ensure all nurses comply with the requirements to practice. For

continuing education hours to maintain their licenses within their jurisdiction in Canada. Nurses must maintain these certifications to continue the nursing practice, and paying for them out of pocket can get expensive within all jurisdictions in Canada. As nurses work 12-hour shifts or more and have other responsibilities, they struggle to fulfill their continuing education requirements (Jones et al., 2021). A manager must consider giving employees time off to meet their training and ongoing education requirement. Continuous education and training improve employees' skills to improve patient care. The flexibility enables employees to undertake the training when easily attainable, enabling them to work around their already hectic schedules to complete the training. Hospital leaders who offer continued education opportunities may help registered nurses fulfill their responsibilities for continuing education, advance their careers and commit a long-term service in that healthcare facility. Employees may feel valued and motivated to stay longer when employers show them they value their professional development. Data from Canadian Institute for Health Information (2001) revealed that some hospitals in Canada have successfully raised nurse retention rates by providing continuous training and support to staff when they enroll in continuing education programs that could make them better on the job. According to the study, healthcare leaders must invest in nurse continuing education programs to boost registered nurse recruitment and retention.

Providing opportunities for advancement within the healthcare facility through continuing education may motivate registered nurses to be satisfied in their roles. If continuing education options are available, transfers and advancements within a hospital or healthcare facility may be possible, which enhances job satisfaction. All Participants

emphasized the importance of advancement opportunities to registered nurse turnover. Registered nurses can successfully perform their professions with the help of ongoing education and training. Registered nurses must maintain current knowledge and abilities to succeed in their profession. As soon as registered nurse completes the continuous education and training process, they know the expectations to perform their duties correctly and as efficiently as possible to improve patient care. Employees could be better at their job after completing continuing education and training programs.

Show your appreciation

R1 and R2 have never received recognition from their manager for their exceptional work, making them feel unappreciated. It is important to note that even small gestures can significantly impact nurses and just like everyone else, they desire to feel valued and appreciated. By showing appreciation for the nursing staff's hard work and dedication, nurse managers can effectively increase nurse retention rates, as confirmed by all participants. Regularly thanking nurses for their efforts is a highly successful strategy. M1, M2, and M3 agreed that merely saying "Good job" is insufficient. Instead, they recommend acknowledging specific instances where nurses went above and beyond their duties and expressing appreciation for their work on the front lines as registered nurses. M3 emphasized that this small action has a long-lasting effect on staff morale, making them feel appreciated and valued.

As the nursing shortage worsens in Canada, healthcare providers and nurse managers must consider taking additional steps to attract and keep nurses in the workplace. By fostering a safe and positive work environment where registered nurses feel valued and

appreciated and offering them professional and personal support, nurse managers can successfully ensure a thriving workforce of nurses in their healthcare organization. The behavior of registered nurses is improved by encouraging interaction between nurses and their leaders about their exhaustion and feeling overloaded. Stress and conflict are decreased among hospital staff members who communicate openly. With open communication, nurses might feel supported because they need to know whom to talk to about their questions and concerns.

Summary

The chapter discusses valuable information that could lead to significant steps to meet the goals of this qualitative phenomenology study. Five registered nurses and three nurse managers participated in this research describing their life experiences in their roles. The use of semi-structured questions through telephone interviews was used while collecting data. The research is, however, limited under various problems that I only concentrated my interview in public health facilities; thus, the private ones were omitted. From the findings, I used the CAQDAS software to subdivide my findings into three main themes and three sub-themes. The themes included strategies for retaining nurses, management assistance, and encouraging a positive work environment. The subthemes included receiving compensation and wage increases, facilitating nurses' access to continuous education, and showing appreciation. Accordingly, nurse managers' leadership styles in Canada have been examined in this research to determine how they impact the retention of experienced registered nurses. Nurse retention can be improved, and nurse turnover can be reduced by implementing best practices, which could benefit the healthcare

industry and society. Chapter 5 will discuss the interpretation of the findings, limitations,

recommendations, and implications.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

In this study, I examined the leadership styles that nurse managers use to lower turnover rates of registered nurses in Canada. This study provides information to nurse managers and healthcare providers useful in avoiding some of the issues caused by high turnover rates. High turnover rates for registered nurses can affect various health services, staffing practices, administrative practices, hospital revenue, cost-related operations, and patient care. High nurse turnover leads to an increase in the cost of recruiting and educating new nurses. The findings demonstrate different reasons for turnover rates of registered nurses. In addition, nurse managers have been taking various actions to ensure registered nurses are retained in their hospitals. The findings from analysis of the data collected from three nurse managers and five registered nurses could be used to help turnover rates decline; possible strategies include motivating nurses and reducing long hours of work (Tremblay et al., 2020).

Phenomenological qualitative studies involve interviews with the participants, which I conducted and recorded. Data were analyzed using CAQDAS to help interpret the findings. All participants in this study were from public healthcare facilities; I did not include participants from private or nonprofit healthcare facilities. This research could help nurse managers in healthcare organizations in Canada implement retention-boosting leadership techniques. The nurse manager participants expressed some leadership criteria they have been applying to reduce registered nurse turnover and improve retention in their hospital. Showing appreciation for the work registered nurses do was one of the ways

nursing managers motivate them. To provide high-quality patient care, nurse managers in Canada need to understand the leadership techniques they can use to attract and retain registered nurses.

Interpretation of the Findings

Current research on leadership styles to decrease turnover rates of registered nurses in Canada is lacking. This created a need for more detailed investigations, such as this one. To retain and attract registered nurses in healthcare organizations in Canada, nursing managers need to know why registered nurses are leaving. To address this problem, a comparison of previous and current research was conducted to provide additional information that could aid in finding a solution. The shortage of experienced nurses and frequent turnover are significant challenges, and retaining current registered nurses is crucial to ensure quality patient care in Canada. Without an adequate number of registered nurses in hospitals, the quality of patient care may suffer, which could impede positive social change.

By applying LMX-T, the need to apply various strategies in solving most problematic issues can be achieved by forming alliances to solve a common issue. LMX-T suggests the need to collaborate with colleagues of common interest and strengthening various alliances could lead to better performance. The strategies that LMX-T employs are significant and can help leaders in many aspects, including decision making. Some crucial strategies included in LMX-T are incentive alterations, appreciation of individuals doing a good job, and promoting the capabilities of those leaders who show interest in positive performance (Tremblay et al., 2020). Through LMX-T, there is a need to ensure unity and

collaboration among leaders and employees. Nurse managers will be able to know how they can impart a positive attitude to the registered nurses and that when changes are being made, they are made aware and psychologically prepared. Research has shown that leaders who promote and appreciate their registered nurses are visible and are prepared to share assigned responsibilities to benefit their workforce retention of nurses.

When interpreting the findings of this study, it is essential to consider the aspects that other scholars have already explored and determine whether the research results support or contradict prior findings. According to Lee et al. (2019), inadequate management and leadership practices could cause high turnover rates among registered nurses. Poor leadership is a crucial factor that causes registered nurses to consider alternative employment options. The findings in this study confirm that poor leadership is a critical factor contributing to increasing rates of registered nurse turnover. R1 acknowledged that poor leadership from nurse managers is a significant threat to nurses and must be addressed to prevent persistent problems. Addressing these issues is vital because a lack of registered nurses could adversely affect the communities they serve.

In addition, nurse manager participants (M1, M2, and M3) expressed their urge to examine some of the problems registered nurses go through in their healthcare facilities to reach an amicable solution. The nurse managers described their leadership styles as transformational. Nurse managers are aware of some of the issues registered nurses experience, such as long working hours, mandatory overtime during COVID-19, and wage increase freezes. According to Tremblay et al. (2020), fatigue, colossal workload, poor leadership, and underpayment are among the factors that make registered nurses look for

other means of survival apart from their profession. Nurse managers cannot solve some of these problems alone. Just like LMX-T indicates, there is a need for collaboration among government and healthcare facilities to come together and solve problems. For instance, factors such as salaries cannot be a nurse manager problem, as they have no control over compensation. However, collaboration with the health ministry and provincial government leaders could help address the problem.

The findings in this research indicate that the main role of nurse managers is to ensure that registered nurses have an enabling environment that will help them do their work without too much supervision and manage their schedule. Nurse managers reported other aspects regarding working time. According to R2, working long hours in healthcare facilities sometimes denies them the chance to rest and spend quality time with their families. The long work hours can be a consequence of a lack of registered nurses to meet the patient needs in a facility. Thus, a nurse manager experiences difficulty because they work under a tight budget from the provincial government. This may be the reason registered nurses are working long hours. Nurse managers could do their best to assure registered nurses receive days off to help them work diligently without feeling exhausted.

According to my study's findings, much can be extended from what has already been previously achieved. Nurse managers have an important role in the leadership styles they can apply to ensure that all registered nurses do not find it difficult to work. Generally, the kind of leadership that can be used can either impact positivity in the working relationship or otherwise. Being a leader in any organization means being exemplary to produce the required results or good performance. For instance, the findings pointed out a

lack of training and continuing education offered to nurse staff. Registered nurses should be given effective training to meet current knowledge and technology needs. Nurses would benefit from continuing education that could advance their careers or even leadership training for those interested in managerial positions. When registered nurses are trained properly to meet current technology and knowledge levels, they perform better, which will improve patient care and contribute to positive social change in the community they serve (Cox, 2019).

Another advantage could be registered nurses working in another unit of the hospital to cover areas in need of staff. Recruiting more nurses to reduce the problem of overworking registered nurses is necessary (see Tremblay et al., 2020). In this study, R1 and R5 claimed that some problems included working longer hours. At times, they indicated they worked over 16 hours, especially during the early stages of COVID-19. Working beyond 10 hours a day creates a problem and keeps them from spending time with their families. In addition, registered nurses must have a suitable communication procedure with their leaders. The main purpose of nurse leaders is to manage their staff, guide them, and help them perform accordingly. Therefore, when the communication process is ineffective, registered nurses consider leaving their jobs for other opportunities to find productive communication and positions that offer the capacity to spend more quality time with their families.

In addition, through the LMX-T theoretical framework of this study, the findings also indicated the need for nurse managers to act as a pivot through which they emulate good leadership skills based on their minds that the registered nurses will become future

leaders. Therefore, appropriate behavior and encouragement of teamwork can be one of the most effective skills that leaders can embrace to inspire their juniors in the future. The issues that affect registered nurses should be handled well because they will also be leaders in the future, and everybody will be expecting improved management and leadership strategies. Offering rewards as a form of positive reinforcement can be one of the most effective ways to help registered nurses perform their duties diligently without any problem. When the leadership in the nursing field is poor, the turnover rate will increase, and the clients to be attended are likely to receive poor services.

Nurse managers also indicated a need to ensure the provision of mental health counseling or therapy in various healthcare facilities is available to registered nurses. Participants M1, M2, and M3 agreed that registered nurses undergo many problems; therefore, there was a need for which counseling services could help them in case of any problem that might be affecting them mentally. The problem could help them reduce the turnover rate since the psychologists could solve some of their decisions in the guidance and counseling services. As indicated previously, such solutions cannot be achieved by the nurse managers alone since the collaboration with the government and various alliances will campaign for recommendations that will motivate the registered nurses to work diligently without any problems (Amarat et al., 2019). Nurse managers are supposed to act as the main link between the nurses and different alliances so that they can solve some of the problems that affect them while administering their Services. The findings also indicate that most registered nurses would like to be happier with what they do, and this can be accelerated because of the kind of treatment they get from the leaders. For instance,

according to R3, most nurses that quit their jobs do so because of poor communication with their managers or the harsh treatment they get. Some of these problems reduce the morale of the registered nurses, thus quitting the services. As the turnover rate gets high, the problem continues to grow since as experienced nurses get out, there is challenging to bring in new members who will also take some time before adopting to the system as required (Tremblay et al., 2020). Therefore, the treatment for the registered nurses should be effective to give them a good and comfortable environment through which they will be working on.

Some nurses who quit their jobs can be retained by motivating and rewarding them if their services are impressive. Nurse managers should also consider the time they are supposed to work to avoid too much fatigue. Registered nurses should also be facilitated to work while continuing their education. Through this, they will know how to handle various issues and render quality services as required. Managers are required to ensure that registered nurses can flourish by realizing their full potential in growing their careers. Thus, this study provided additional information that various institutions can borrow to advance and improve the services done in the nursing field as far as leadership is concerned.

Limitations of the Study

This research was a phenomenological qualitative case study, and one of the major limitations I found in this regard is that the findings could not be represented statistically. It was impossible to ascertain the size of the turnover rate of registered nurses to express the intensity through which these results could be analyzed and the possible recommended solutions. The representation of statistics of the registered turnover rate could be very

significant, but this information or data collection from health facilities was not possible. The study could also be effective as it had been on the fact that I could use a direct study to monitor how various nurse managers employ their leadership styles to the registered nurses. This could have been done by observing the general routine of the nurse managers and the registered nurses by monitoring the time of working and the kind of instructions given. The telephone interview was the main source of data collection; thus, I could not meet all the requirements as intended in the study.

Another limitation I encountered during the study is that this research is based on public health facilities. Three nurse managers and five registered nurses with an experience of over 5 years are the ones that I had the opportunity to interview over the telephone. It could be very effective if the private sector and not-for-profit healthcare centers represented the nurses. The registered nurse turnover could also be a problem, making it easier to know where the problem is. Monitoring the kind of leadership in the private sector and not-for-profit healthcare centers could add more advantages to the credibility and trustworthiness of the study. Therefore, in one way or another, we are likely to have missed crucial information relating to the factors that cause many nurses to resign (H.-F. Lee et al., 2019).

In addition, this study only represented three provinces in Canada. Some of the other provinces not included could have different problems relating to the high rate of registered nurse turnover. However, it was only possible to do the research from some of the provinces since the study was limited by time and other unavoidable circumstances, such as accessing the participants through the online medium form of communication. The

study objective was also not met, where the anticipated number of participants initially included 20 registered nurses, and nine nurse managers from the three provinces, as stated in the consent form. Instead, this study only managed to recruit three nurse managers and five registered nurses from the three provinces altering the results. A more extensive overview of the participants could yield more data than what was collected.

Finally, this research was also limited by having most participants highly engaged; thus, the issue with time was one of the biggest challenges. Each participant had their schedule; therefore, I had to arrange different interviews when the nurse and registered managers had their off days, making it quite hectic because the nurses also needed time to do other activities on their off days. In addition, I was unsure about the appropriateness of the telephone interview with the participants because it was more difficult to notice if the responses to the questions were accurate.

Recommendations

This qualitative phenomenology investigated "Nurse Managers' Leadership Style in the Retention of Registered Nurses in Canada." The findings were limited to three nurse managers and five registered nurses with a minimum of 5 years of experience in their various roles in public healthcare facilities in the provinces of Alberta, British Columbia, and Ontario. The study failed to confirm nurse turnover and retention strategies in private or non-profit healthcare facilities. To reduce registered nurses' turnover in healthcare facilities, I used the information provided by all participants as examples of practical solutions that could benefit nurse managers to lower turnover and improve the retention of registered nurses. In future research, researchers should consider public, private, and non-

profit healthcare facilities in all provinces in Canada and advance their findings to lower nursing turnover and improve retention that healthcare providers could utilize in their hospitals and this could be done to develop new patient-beneficial nursing staffing options. Through the findings in this study, there is a further need for more recommendations that will benefit nurse managers by applying more effective leadership styles that can help them reduce the nurse turnover rate. Some of the research recommendations that can be considered include the following:

Ensure Nurses Are Not Understaffed Per Shift

According to the study, nurses were found to be overworked and understaffed. Being overworked means the nurses must take more hours looking after the patients than required (Shaffer & Curtin, 2020). The registered nurses then become too tired or overwhelmed. Therefore, it is the role of the nurse managers to know how they can collaborate with other alliances so that more nurses are recruited to avoid overworking the available registered nurses to the extent that they will opt to resign and venture into other activities that will give them more peace of mind.

Choosing an Appropriate Preceptor

Nurse managers should ensure that nurses have appropriate preceptors who will know how to give emotional and collaborative feedback preventing nurses from feeling stigmatized while adapting to new environments. Effective preceptors can help new nurses to get an enabling environment as they adjust to the new profession to increase job satisfaction. Nurse managers must also ensure that the preceptors chosen give proper

guidance to the new nurses to avoid killing their morale, thereby enhancing more enjoyment of the registered nurses as they partake in their services in different ways.

Establish Effective Communication Lines

Nurse managers are responsible for knowing the most appropriate communication methods to use with registered nurses. For instance, registered nurses will feel secure when their grievances are considered without bias (Walsh et al., 2020). Nurse managers should ensure that they use appropriate methods that will make nurses feel wanted or needed. The importance of communication is that it will reduce the conflicts of stress within the organization, and they will end up having a good relationship between the nurse managers with the registered nurses. Registered nurses will feel safe if they are appropriately engaged in various forms of communication.

Reduce overtime hours

The study findings show that registered nurses complain about being overworked (Amarat et al., 2019). They sometimes work beyond 16 hours a day. Nurse managers are responsible for knowing how to handle such a situation where they can organize duty rosters so that every registered nurse will know when to work for a specific period and change shifts accordingly. Long hours demotivate registered nurses because they are likely not getting enough time with their loved ones. However, if there is a need for them to work overtime, they should be given incentives that will help them get motivated as one way to reduce the high turnover rate among registered nurses in Canada.

Improve the Process of Responsibilities and Duties for Registered Nurses

Most nurses are allocated responsibilities other than guiding the patients, including paperwork. Nurses can feel demotivated when assigned such responsibilities. The best alternative is to ensure the nurses are given enough time to use technology to speed up their working process other than using more traditional means that consume time.

Minimize Mandatory Overtime Hours

As all registered nurse participants stated, mandatory overtime without their will impacts their mental health and the quality of patient care. Therefore, nurse managers should do overtime voluntarily without being compelled because this will increase the high turnover rate and go against their rights (Kirchhoff & Karlsson, 2019). The mandatory overtime working hours should be eradicated; thus, this will help them feel comfortable doing what they do.

Regulate the Schedules Nurses Work

Sometimes it is hectic when the nurses work the same shift almost all the time. Most of the time, the nurses should be given time to work either during the day or at night. The shifting process is essential since it will help the nurses feel comfortable and can sometimes do other vital activities and engage with their families.

Implications

The burden of attracting and keeping highly skilled registered nurses falls on the leadership and management team in the healthcare sector, who are responsible for hiring and retaining new registered nurses. This study found that Canadian healthcare industry leaders can put strategies in place that lower registered nurse turnover rates and have

happier registered nurses who stay on the job and provide better patient care. It is feasible that organizations' owners or sponsors in the healthcare sector in Canada could see a decline in output and risk their operations if nurse managers do not take steps to reduce registered nurse turnover. The standard of living for nurses and the patients they care for will rise if the administrators of the Canadian healthcare system find out how to recruit and retain experienced registered nurses.

The application of efficient methods to lower the nursing turnover rate may result in an improvement in the standard of care provided to the general population. Management of firms can redirect funds previously spent on health insurance to other areas of hospital operations if the costs of hiring new personnel and getting them up to speed are lower than was anticipated. Patient care can be improved by increasing the number of registered nurses on duty as affirmed the study.

Implications for Social Change

The findings of this study could benefit nurse managers by providing information on how to lower turnover and improve registered nurses' retention, which should better healthcare delivery and save lives in the community they serve. Participants in this study agreed that patient care and social change would be negatively affected without proper leadership training for hospital nurse managers. Understanding leadership techniques nurse managers can use to retain registered nurses in Canada is critical in providing patient care. Future studies also need to conduct comprehensive research evaluating the effect of nurse managers' leadership style on the retention of registered nurses in public, private, and non-profit hospitals covering all demographics in Canada. For the Canadian healthcare system

to successfully retain more registered nurses, its leadership personnel can employ and benefit from suitable leadership techniques as recommended in this study.

Nurse managers in Canada could also benefit by creating motivating visions they can implement at every level, as identified by all participants in this study. High nurse turnover also adds to other challenges within institutional healthcare staffing, including nursing shortages, an imbalanced mix of new and veteran registered nurses, and other concerns affecting nursing personnel and patient care delivery. Due to understaffing, it could be challenging for the nurse managers to delegate tasks and set up schedules, hence needing additional overtime, eventually reducing nurses' motivation and thus impacting patient care delivery in the community they serve.

Nurse managers should encourage and empower their subordinates to ensure high nurse retention. They should show registered nurses' appreciation for their work, encourage teamwork, inspire them, and light a sense of excitement for their originality and innovation. Effective leadership could offer excellent models that align with the medical industry's goals and core values in the Canadian healthcare system to improve patient care. Canadian healthcare laws and the standard of care are two factors that could influence nursing in the future. The findings of this study could benefit healthcare providers in highlighting leadership and management styles they can use to retain experienced registered nurses and lower turnover in healthcare facilities, thus preventing poor patient care. Embracing and adopting leadership styles can retain nurses and contribute to positive social change by contributing to the quality and safety of the health care service. Patients

also receive better care, and healthcare facilities experience favorable social and economic growth with the sufficient nursing staff.

Social transformation is necessary to bring about changes at the communal level to ease the community's residents to live a happy, healthy life (Zaheer et al., 2019). This research uncovered evidence-based leadership approaches nurse managers could adopt in Canada. According to Zaheer et al. (2019), recognizing the leadership techniques top nursing leaders deploy to keep healthcare workers is crucial since they might affect the well-being of the community members and result in constructive, progressive transformation. The success of any healthcare facility depends on healthcare nursing leadership (Zaheer et al., 2019). The quality of healthcare might be enhanced with exemplary leadership approaches. Nurses can stay longer and may provide higher-quality patient care in Canada.

Implications for Professional Practice

In professional practice, leaders in the healthcare industry could benefit from the findings of this study by creating and implementing policies that would lower the high turnover rate of nurses in Canada to a more manageable level and improve patient care.. After investigation, leadership styles adopted by nurse managers will help reduce the registered nurse turnover rate among nurses and contribute to their overall success on the job. One of the strategies identified to aid in the process was the capacity to manage and anticipate worker turnover effectively. The results of this study could inspire nurse managers to develop strategies that reduce the number of nurses who quit their jobs.

Retaining nurses helps them gain more experience, leading to better and quality patient care and preventing loss of lives.

Recommendations

The primary objective of this study was to investigate the strategies employed by nurse managers in Canadian healthcare facilities to improve the retention of registered nurses and reduce turnover. High turnover rates among nursing staff in the healthcare industry can adversely affect patient care quality. The findings of this study can be valuable to healthcare leaders seeking to enhance registered nurse retention rates and reduce the number of registered nurses leaving their positions in Canada. From the study, nurse leadership styles could significantly impact nurse retention rates in Canada and that transformational leadership is more effective in retaining nursing employees.

The recommendations in this study reflect the research findings and the gaps through which some of these problems affecting registered nurse turnover have been identified. Participant responses supported the theory that ensuring nurses are not forced to work overtime is necessary. They need work-life balance. They can work in shifts, and if there is any need to work overtime, nurses should be allowed to decide whether they want it. Also, registered nurse managers should have a good communication network with the nurse managers. Through this, job satisfaction may be improved. Registered nurses should also have a good communication network with nurse managers to help strengthen the working relationship. Influential individuals in the healthcare industry can also create and institutionalize policies that boost leadership support and staff happiness. Furthermore, healthcare organizations' executives should consider introducing comprehensive

compensation packages that ensure the sustainability and success of their establishments in the long run.

Reflections

Undertaking this study, I experienced valuable insights into retention strategies that nurse managers could use to reduce turnover and retain registered nurses for delivering patient care to their communities. As indicated in chapter two, I performed extensive literature reviews on nursing leadership using several keywords. The study involved interviews with registered nurses and nurse managers who voluntarily participated to understand their reasons for leaving and what could be done to retain them. The interview process was particularly enlightening as it provided a new perspective on how employees perceive workplace leadership and its impact on their commitment to stay or seek alternative opportunities. Data collection and data analysis were then conducted to conclude the study outcome.

The findings could help nursing managers improve their leadership skills, lower turnover rates, and improve patient outcomes. Moreover, the study offers a better understanding of nurse retention factors which can be used to develop targeted retention strategies that address specific issues affecting nurse retention. The study was a rewarding experience, and the results could be used to make a positive difference in the nursing profession and patient care delivery.

Conclusion

Canada has been experiencing a high rate of registered nurse turnover for many years, and this has adversely impacted many healthcare facilities. Nurses are essential for

implementing change and managing multidisciplinary teams that provide care for families and patients in their communities. The results of this study should help nurse managers at the top of their respective healthcare organizations in Canada who need to promote retention-boosting leadership techniques. This study has investigated the leadership styles that nurse managers employ to reduce the high rate of registered nurse turnover and compiled some suggestions that can be instrumental in reducing the challenge (Amarat et al., 2019). From the findings, nurse managers admitted that motivation, better compensation, and reduced overtime hours would help retain nurses.

Nurse managers can also influence how registered nurses respond to changes and support staff by warning them of impending organizational change. Any healthcare facility may experience considerable difficulties in terms of productivity and financial success due to the high turnover rate of nurses. Healthcare facilities' patient care and profitability may improve when the nursing staff is retained in their employment, thereby raising the standard of patient care.

The study also showed how LMX-T could be applied to the workplace to find and develop effective leadership styles that prevent registered nurses from leaving their healthcare organization. Some of the changes could inform registered nurse satisfaction and clinical outcomes. When registered clinical nurses are satisfied, they could stay and are unlikely to resign from the facility. LMX-T administrative leadership also creates unique strategic partnerships with competent workers to address common issues inside the institution. Effective communication may help improve registered nurses and nurse managers develop strong partnerships, which may lead to happier nursing staff. Nurse

managers should discuss issues with their nursing staff. They could benefit from time on problem resolution. Registered nurses are more motivated when their work is appreciated and recognized; therefore, there is the urge not only the nurse managers to help keep an enabling environment but also the collaboration of other alliances to help mitigate the challenges that increase the high rate of the nurse turnover for them to give out their services to the society. Upon the recommendations that have been suggested in this study, it will be beneficial for nurse managers to ensure that registered nurses get to do their job without feeling any form of under-appreciation, or lack of support, reduce longer shifts, ensure there are enough nurses to match patient care and mandatory overtime.

Nursing leadership support was an issue identified in this study that executives in the healthcare industry should address because registered nurses are an integral part of providing healthcare to the population. The high turnover rate plagues the healthcare sector and can be reduced if nurse managers have open and honest discussions with their nurses. To reduce nurse turnover and keep highly qualified, experienced nurses on staff, executives in the healthcare sector should take the appropriate measures to address job satisfaction and compensation, which will positively impact the community it serves if it practices the strategies for retaining nurses found in this research.

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Appendix A: Leadership Motivated Excellence Theory
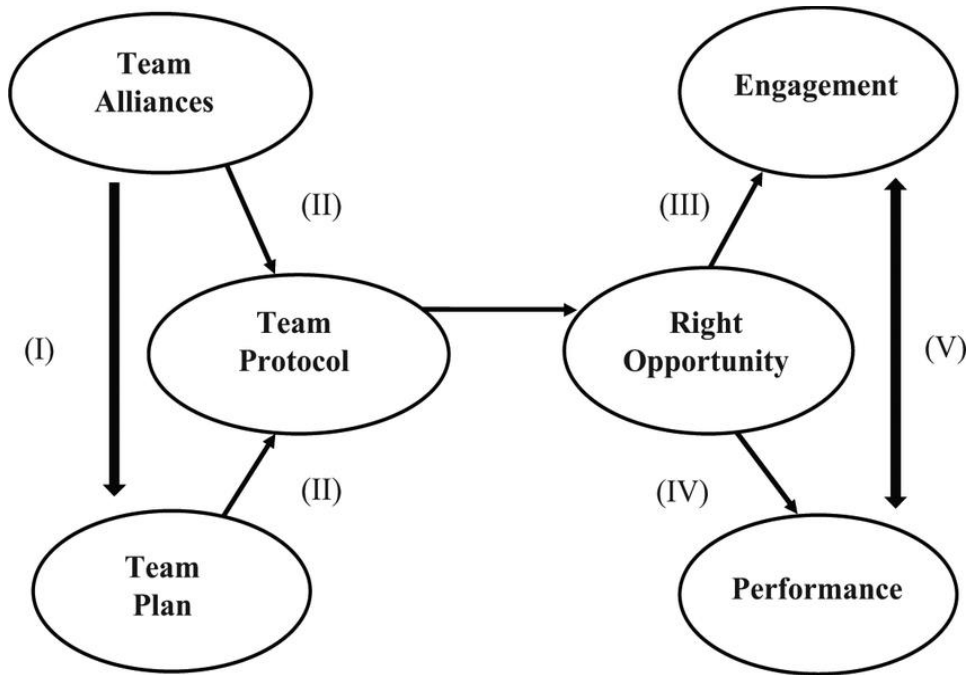
Appendix B: Interview Questions

Nurse Manager Questions

1. As a nurse manager, do you provide the support registered nurses need to perform their role adequately?

2. What leadership styles do you apply to inspire registered nurses so that you can retain them?

3. What leadership styles do you use to ensure registered nurses feel teamwork is practiced among their coworkers?

4. What leadership strategies do you apply to ensure registered nurses are held accountable for the work they produce?

5. What measuring tools do you use to ensure registered nurses feel valued for their job?

6. How do you manage registered nurses' amount of work, and the pace of work they are required to perform is reasonable?

7. As a nurse manager, what leadership styles do you use to motivate registered nurses so that you feel the information is shared openly and communication is being encouraged?

8. How do you measure the Do you receive the training you need to perform your job well?

9. Do you feel registered nurses have the tools to perform their job effectively?

10. Do you provide registered nurses with the right professional growth and development opportunities?

Registered Nurses Questions

1. As a registered nurse, when was the last time you felt proud about something you achieved at work and the recognition you received from your manager?

2. As a registered nurse with over 5 years of work experience, what would you consider the most challenging aspect of your position?

3. How would you rate your workload on a scale of 1-10, with 1 being too little and 10 completely overwhelmed?

4. As a registered nurse, do you feel like you can be yourself around your managers and teammates?

5. Do you feel you can communicate issues at work or home to your manager, and how do you think your manager will resolve them?

6. As a registered nurse, on a scale of 1-10, how much do you think your manager values your contribution, with one being not at all and 10 being highly valued?

7. If you could change one thing about the culture in our organization, what would it be and why?

8. Have you received any training opportunities within the last year that may help to achieve your career goals?

9. What type of development plan is in place that you can encounter to provide new opportunities that may advance your career path?

10. Do you feel your manager provides you with the support you and your team need to accomplish your work?