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Relationship between the Behaviors of Transformational Leaders and Nurses Intention to Leave the Organization

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Walden University

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Walden University

College of Management and Human Potential

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Natasha D. Thomas

has been found to be complete and satisfactory in all respects,
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Walden University
March 2025

Abstract

Relationship between the Behaviors of Transformational Leaders and Nurses

Intention to Leave the Organization

by

Natasha D. Thomas

MSN, University of Central Florida, 2013

BSN, University of Oklahoma, 2004

Doctorate Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Healthcare Management

Walden University

March 2025

Abstract

Hospital administrators in the United States are struggling with high nursing turnover rates, which impact patient care, productivity, and the sustainability of healthcare organizations. Nurse managers and healthcare leaders must recognize the connection between nurses' perceptions of transformational leadership and their intent to leave to address this growing issue effectively. Grounded in transformational leadership theory, the purpose of this quantitative correlational study was to examine the relationship between intellectual stimulation, individualized consideration, inspirational motivation, and nurses' intent to leave their jobs. The participants were 113 nurses who completed the Multifactor Leadership Questionnaire and the Turnover Intention Scale-TIS-6. The results of the multiple linear regression analysis were significant, $F(3, 110) = 22.363, p < .001, R^2 = .38$, indicating that 38% of the variance in nurses' intent to leave is accounted for by the model. In the final model, intellectual stimulation emerged as the only significant contributor ($p = .007, \text{beta} = -.570$), indicating that a one-unit increase in intellectual stimulation would decrease the intent to leave by .6. A key recommendation for nurse leaders is to encourage their staff to pursue further education and provide opportunities to engage in creative problem-solving. The implications for positive social change include the potential for nurse leaders to retain highly skilled nurses, which can improve patient care quality and contribute to healthier, more resilient communities.

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Dedication

I dedicate this doctorate study to my mother and late father who created the seed of knowledge and determination to let me know I can do anything that I aspire to do. Thank you for never stopped believing in me and my success. I also dedicate this doctorate study to my soul mate and husband Dr. James Otis Thomas III. Words cannot express the depth of gratitude I owe you for your endless patience, understanding, and unwavering love throughout this doctorate journey. You have been my rock, my confidante, my voice of wisdom and reason during the long nights, the moments of doubt, and the overwhelming waves of stress. You kept me going even when I was ready to give up by celebrating every milestone, whether big or small. You believed in me and your support and strength were what I needed most to push forward. This dissertation is a testament to our love and partnership. I dedicate it to you.

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The journey to completing this doctorate study has been one of immense intellectual growth through challenges and perseverance. Although my name appears as the sole researcher and author of this study, I must take the time to recognize everyone who helped and supported me throughout my doctorate journey. I would like to thank Dr. Kathleen Andrews for being a supportive mentor from the very beginning when I started this program and for the continual support, she gave me till the end as committee chair. Her words of encouragement, scholarly knowledge, and expertise have led to my successful completion of this doctorate study. I would also like to thank my second committee chair Dr. Michael Campos for his counsel, clarity, and support of the content throughout this process. I sincerely thank Dr. Reginald Taylor and staff of the Walden University DBA Department for nurturing academic development at the highest level of a doctorate program. I have immense gratitude to my family for their continued support and encouragement through this journey and for giving me a reason to never give up on a path that in the beginning seemed complicated but ended up being one of the greatest academic accomplishments of my career. Finally, to my friends who have supported me from the start by providing unwavering encouragement along with clinical leadership expertise to guide me through this doctorate study, I am eternally grateful.

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Section 1: Foundation of the Study

The concept of leadership is essential to the structure and success of a business. Leaders are seen as people who influence others to accomplish a goal and direct others in a way that aligns with the mission and vision of an organization (Akdere & Egan, 2020). Leaders are known for having personal characteristics that inspire followers and instill trust. They are known to have attributes that can influence their followers' beliefs, values, personal goals, and character (Bashir et al., 2019). Leadership theorists discussed whether leadership could be taught or is a natural-born trait. Transformational leadership is a growing trend in leadership, and its effects on employees' intention to leave or stay have been a crucial part of this interest. Burns (1978) created the brand of a transformational leader, and his seminal work on transformational leadership became the foundation for others that followed. Transformational leadership is the ability to lead by influence and motivation through others to reach a higher level of morale (Pishgooie et al., 2019).

Transformational leaders can transform organizational resources to accomplish a strategic vision. They have influenced employee retention and reduced intention to leave by enabling a healthy work environment that produces increased job satisfaction, stress reduction, and elevated autonomy and self-efficacy (Clancy et al., 2017). These factors were found to contribute to business success. Transformational leaders empower their teams and raise the bar of expectations for success through higher employee engagement (Wu et al., 2020). Leadership can be developed and cultivated by learning from the success of other leaders. Without this type of leadership, there could be an increase in nursing errors and poor patient outcomes within the hospital community (Hughes, 2019).

Transformational leaders directly affect employees' motivation and commitment to an organization. Transformational leaders have the innate ability to lead employees toward the greater good of the organization (Reinhardt et al., 2022). Transformational leaders meet the higher order of employee needs and influence significant change in behaviors, thus creating motivation and change among followers (Pearson, 2020). Leaders such as these focus on building relationships, satisfying the requirements of increasing morale, and motivating followers (Specchia et al., 2021). Transformational leaders can decrease employee turnover and improve nurses' intention to leave the workplace (Reinhardt et al., 2022). Research was conducted to investigate whether influential transformational leaders can reduce nurses' intention to leave and create a work environment with a stable and effective workforce that will produce increased nursing satisfaction, improve patient outcomes, and enhance the hospital's financial performance overall.

Background of the Problem

Within the United States, hospital organizations are challenged with increased nursing turnover. One of the core reasons for nursing turnover is the lack of transformational leaders in a large healthcare organization (Manoppo, 2020). The average cost to replace a registered nurse ranges from \$20,000 to more than \$64,000 per nurse, depending on their skill set (Kiel, 2020). The national nursing shortage shows that more than 275,000 additional clinically trained nurses are needed from 2020 to 2030 to overcome the current vacancy and replace nurses retiring in the upcoming years (Haddad et al., 2023). The nature of retention among nurses has been an issue within large hospital organizations. Nurses' intention to leave has increased due to an aging workforce, high

turnover, and a shortage of nurses (Peters, 2023). According to Zahednezhad et al. (2021), supply and demand gaps continue to grow at high rates, which poses high consequences of a rebound effect on current nurses within the hospital. Nursing turnover causes a decrease in morale among nurses, nursing burnout, and job satisfaction (Wardana et al., 2020). Nurses' intentions to leave have become a significant concern for healthcare organizations, as it can lead to a shortage of skilled nurses. Therefore, understanding the relationship between transformational leadership and nurses' intentions to leave is crucial for healthcare leaders.

Leaders identify the perception of transformational leadership as being honest, transparent, and empowering their employees to achieve higher engagement, job satisfaction, and performance at work (Perez, 2021). Transformational leaders can positively influence followers (Bass, 1985). Although leaders with transformational leadership qualities help nurses feel valued, practice autonomy, and contribute to the organization's goals, hospitals have not connected transformational leadership styles and its four dimensions with nurses' intention to leave. Leaders who empower nurses to do meaningful work have an active part in decision-making and provide autonomy, which shows an association between transformational leadership behaviors and nurses' intention to leave (Wu et al., 2020). Furthering this previous research, this study investigates which of the four specific attributes of transformational leaders' styles are correlated with nurses' intention to leave.

These attributes include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Although they are all grouped under

transformational leadership, each attribute represents a distinct set of skills, behaviors, or motivations that a leader can have or be trained to deploy (Wu et al., 2020). A better understanding of how transformational leadership and intention to leave correlate will empower hospital administrators to implement changes that reduce turnover and improve cash flow. The intention of nurses to leave their current workplace is a growing concern in the healthcare industry. This issue can be attributed to long working hours, increased workload, and inadequate staffing. However, recent studies have shown that transformational leadership can reduce nurses' intentions to leave their jobs (Manoppo, 2020; Wardana et al., 2020). The key elements of transformational leadership include ideal influence, inspirational motivation, intellectual stimulation, and individualized considerations that are ideal in reducing nurses' intention to leave the organization. By adopting a transformational leadership approach, healthcare organizations can create a culture that encourages employee retention, job satisfaction, and improved patient outcomes.

Problem and Purpose

The specific business problem is that some nurse managers do not understand the relationship between nurse managers' leadership styles based on the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and nurses' intention to leave. Therefore, the purpose of this quantitative correlational study was to examine the relationship between nurse managers' leadership styles based on the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation,

individualized consideration, and nurses' intention to leave. The independent variables are the four dimensions of transformational leadership style: idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. The dependent variable is the nurses' intention to leave.

The targeted population is staff nurses who work in U.S. hospital organizations and report to a nurse leader. An implication of positive social change is that by reducing nurses' intention to leave, nurses will have the necessary support and resources to remain in their profession, thus maintaining economic standards for families and themselves. Managers and policymakers may pay attention to the needs of nurses' sense of job security. This social change can potentially reduce turnover rates among nurses and improve the quality of care provided to patients may lead to a positive shift in the perception of nursing, attracting more individuals to pursue a healthcare career. As a result, healthcare organizations can benefit from a more dedicated and skilled nursing workforce, ultimately enhancing the overall healthcare system.

Population and Sampling

The selected population of this study consisted of nurse managers working within the United States. The broad population provides a sufficient pool for the participants. One of the most efficient processes in quantitative research is sampling, which helps researchers ensure the result's validity and reliability (Etikan et al., 2016). A power analysis was conducted to determine the sample size. I employed G*Power analysis to determine the number of nurse managers required as participants, considering the variables under investigation. The analysis indicated that an optimal sample size of 108

participants would be adequate for this quantitative research. This sample size range is crucial for establishing a meaningful association between the participants and the researcher, thereby ensuring transparency in the resulting outcomes. Consequently, 114 nurses were recruited to participate in this research.

Nature of the Study

The three primary research methods are quantitative, qualitative, and mixed methods (Queirós et al., 2017). I selected the quantitative method because it allows for collecting objective data through close-ended questions, which can be analyzed statistically to draw conclusions and make generalizations (Bauer et al., 2021). A quantitative approach allows for the measurement of variables and the establishment of cause-and-effect relationships. In contrast, qualitative researchers explore lived experiences and use open-ended questions to explore the phenomenon under investigation (Maxwell, 2021). Mixed-method research utilizes qualitative and quantitative elements (Stern et al., 2021). However, I will not be testing hypotheses using a mixed methods approach to explore transformational leadership and nurses' intention to leave.

Using quantitative methodology allows the research results to be generalized to a larger population, which is important for drawing meaningful conclusions and making informed decisions (Mohajan, 2020). A quantitative study focuses on four standard sizes: assumptions, purpose, approach, and research role (Sheehan et al., 2019). In this study, I confirmed if the hypothesis herein is true: there is a statistically significant relationship between nurses' perception of their manager's transformational leadership style based on

the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave. The quantitative approach is used to confirm or disconfirm a theory or a hypothesis, and it measures variables and tests hypotheses linked to a theoretical assumption (Poore, 2014). Since I intended to study the relationship between variables, a quantitative method was best suited for this study.

I considered three research designs that one could use for a quantitative study on transformational leadership and nurses' intention to leave: (a) experimental design, (b) correlational design, and (c) longitudinal study design. Experimental design involves the manipulation of an independent variable to observe its effects on a dependent variable while controlling for extraneous factors (Asenahabi, 2019). Correlational design examines the statistical relationship between variables without manipulating the variables (Bloomfield & Fisher, 2019). Longitudinal study design requires the researcher to conduct the study over time while repeatedly observing the variables (Neale, 2021). For this study, correlational design was used as it examines the relationship between variables. I chose the design to investigate the relationship between transformational leadership and the nurse's intention to quit an organization.

Quantitative correlational design provides a relationship between variables during data collection to test two or more hypotheses using statistics (Queirós et al., 2017). The correlational design was chosen for this study as it allows for examining the relationship between two or more variables. This type of design helps explore the strength and direction of the relationship between variables and identify any potential causal

relationships (Barkha et al., 2023). Using a correlational design, the research team could analyze large amounts of data and identify any significant patterns or trends that may have been missed using other research methods. This approach also allows statistical techniques to measure the strength and significance of the relationships in the data. Correlational designs focus on comparative data associated with a phenomenon (Thomas & Zubkov, 2023).

Qualitative research is subjective and focuses on developing qualities or theories for the problem presented. Qualitative method is a research approach that focuses on understanding human behavior and experiences through non-numerical data such as interviews, observations, and written or visual materials (Bloomfield & Fisher, 2019). Qualitative methodology is not appropriate for this study as I am using numerical data instead of non-numerical data. Mixed-method design is feasible when a researcher combines quantitative and qualitative methods to understand the contradictions between both methods (Williams-McBean, 2019). This process strengthens the research and is usually grounded in the participant's experiences. Mixed methods could not work because the study required a more structured and systematic data collection and analysis approach. While mixed methods can provide rich and detailed data, they can also be time-consuming and resource intensive. In this case, a quantitative methodology was deemed more appropriate as it allowed for a more objective and standardized approach to measuring and analyzing the variables of interest. Furthermore, statistical tests and models helped establish the strength and direction of the relationships between the variables, which is essential for drawing valid conclusions and making evidence-based

recommendations.

Other research methodological designs, such as quasi-experimental, are helpful for studies that do not need random selection or a control group. The quasi-experimental design would not be appropriate for this study because the model does not use a correlation method and is used more for cause-and-effect relationships between the independent and dependent variables (Bloomfield & Fisher, 2019). According to the study by Asenahabi (2019), the experimental design was aimed at testing the hypothesis. In addition, experimental design often involves random assignment to groups, which may not be ethical or practical in certain situations. Therefore, for this research's needs, the correlational design is most acceptable to examine the correlation between transformational leadership and nurses' intention to leave.

Research Question

What is the relationship between nursing managers' transformational leadership style in the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave?

Hypotheses

H₀: There is no statistically significant relationship between nurses' perception of their manager's transformational leadership style based on the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave.

H₁: There is a statistically significant relationship between nurses' perception of their manager's transformational leadership style based on the four

dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave.

Theoretical Framework

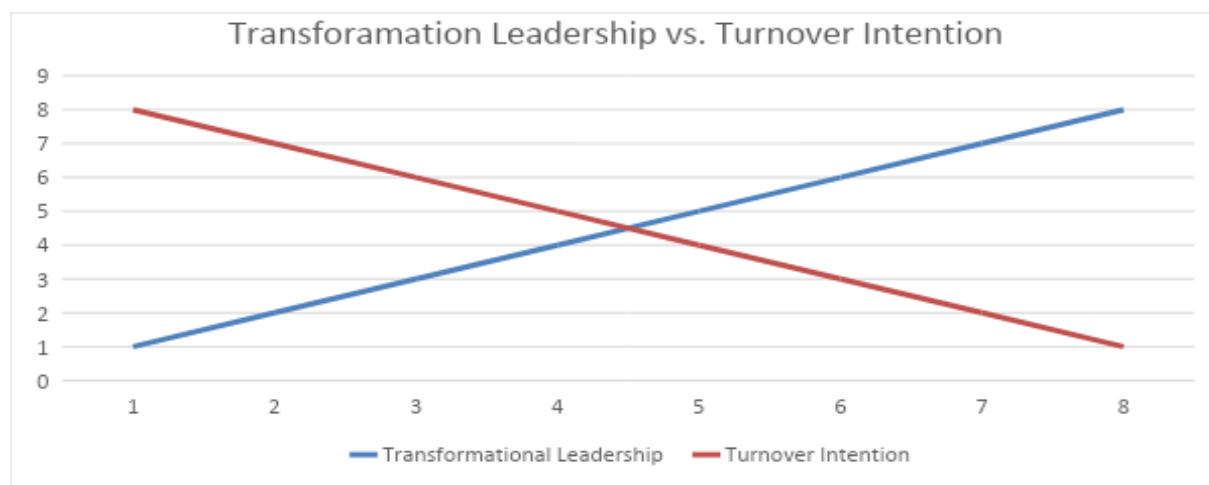
The transformational leadership theory grounds this study is the work created by Burns. Burns presented this theory in his 1978 seminal work, *Leadership*, which explained leadership based on how leaders influence followers and change outcomes when working towards a common goal. Transformational leadership theory has four dimensions of behavior: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders function as robust role models for followers, set examples, show determination, take risks, create a sense of empowerment, and sincerely trust and respect their followers (Burns, 1978). Bass (1985) divided idealized influence into two additional subfactors: idealized attributes and idealized behavior. Transformational leadership focuses on the emotional connection among peers and teaches followers values, ethics, and standards (Flynn, 2020).

Transformational leaders stimulate future leaders to be innovative, question current leadership styles' assumptions, and approach old situations with new methods and perspectives (Wu et al., 2020). Transformational leadership theory was developed to explain how others can influence a higher sense of moral efficacy and improve followers' greater good (Pishgooie et al., 2019). According to B.P. Khan et al. (2018), transformational leadership styles inversely correlate with nurses' intention to leave. Bass (1985) continued Burns' work by adding the psychological approach to transformational leadership.

Reduced scores for the independent variables idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration as measured by the Multifaceted Leadership Questionnaire, as applied to this study, are associated with a higher intention to leave the organization. This is in accordance with the transformational leadership theory. The following is an inferred graphical depiction of the transformational leadership theory that this study may substantiate as it applies to analyzing turnover intentions.

Figure 1

Hypothetical Transformational Leadership vs. Turnover Intention Chart



Note: The chart shows the relationship between transformational leadership and turnover intention. The chart displays the levels of transformational leadership on the x-axis and the corresponding levels of turnover intention on the y-axis. It provides a visual representation of how these two variables are connected and the potential impact of transformational leadership on reducing turnover intention.

Operational Definitions

Structural Empowerment: A work environment with a good relationship between nurses and doctors, control over resources, higher nurse self-determination, and nurse independence. In a worker-empowered environment, performing tasks results in shared professional support, and through appropriate resource allocation, nurses have control over the quality of care afforded to patients (Asif et al., 2019).

Transformational leader: A leader who acts as a robust role model for followers, sets examples, shows determination, takes risks, creates a sense of empowerment, and sincerely trusts and respects their followers (Burns, 1978).

Assumptions, Limitations, and Delimitations of the Study

Assumptions

Assumptions are the underlying beliefs or principles that guide the research process. Assumptions are the ideas the researcher takes for granted and do not question (Jackson & Brown, 2020). In quantitative research, assumptions are often related to the characteristics of the sample, the data collection instruments, and the statistical procedures used to analyze the data (Bauer et al., 2021). I assumed that nurses would be available and willing to participate. The second assumption is that the nurses would answer the questions honestly. The third assumption is that nurses have worked under their leaders long enough to know their styles and behavior. Assumptions are valid conceptually but have not been verified (Ellis & Levy, 2009). Therefore, as a researcher, it is important to be transparent about the assumptions and to acknowledge any limitations or potential sources of bias in their study.

Limitations

Limitations of the research are based on the methodological approach. Limitations are out of control of the researcher as a weakness that affects the external validity of a study (Fusch et al., 2017). This study population is nurses primarily in the U.S. Southeast region, and the results may not be transferable to other areas. The second limitation is that the participants are from only hospital settings and may not relate to in-home nursing, nursing homes, or different nursing facility settings outside the hospital. A third limitation is age and technology, as the survey were provided only in electronic format, and older participants may not be familiar with the technology.

Delimitations

Delimitations are choices researchers make about a study that defines the parameters of the investigation (Jackson & Brown, 2020). For this study, features such as the variables, theoretical frameworks, and the sample population chosen for the study were in my control. Only nurses with 2 years or more experience were selected. It is a delimitation because it sets a specific criterion for the participants in the study. This delimitation ensures that the participants have a certain level of experience and knowledge, which may affect the study results.

Delimitations narrow the pool of potential participants, making it easier to gather data and analyze the results. Only full-time nurses were examined; part-time, contract, or temporary nurses were not invited to participate. This is a delimitation as it limits the scope of the study to only one specific group of nurses.

The delimitation of the study to a specific group of nurses is different from

limitations such as geographical location in terms of the focus and parameters of the research. In contrast, geographical limitations restrict the study to a particular region or area. The delimitation narrows the study to a specific group of nurses, such as those working in a particular hospital or with a specific experience level. This delimitation allows for a more focused and targeted analysis of the research questions, enabling researchers to gain in-depth insights into the specific group under investigation.

By focusing solely on full-time nurses, the study can provide a more accurate representation of the experiences and perspectives of this group. Also, only nurses from hospital setting were included in the survey. This delimitation allows for a more specific examination of the relationship between transformational leadership and nurses' intention to quit within a particular context. By focusing on full-time nurses, the study can capture the unique challenges and factors that may contribute to their intention to leave. Additionally, limiting the sample to nurses from hospital settings ensures that the study explores the specific dynamics and organizational factors that may be prevalent in this healthcare setting.

Significance of the Study

Global healthcare challenges caused by turnover intention remain at the forefront of healthcare concerns regardless of the research on this subject. By implementing the results of this research, nurse managers may be able to motivate nurses to strive for high performance, which may improve patient outcomes, productivity, and profitability for the hospital industry. Transformational leaders can transform a culture where nurses are more committed to leaders with skills to retain nurses (Wu et al., 2020). These leaders create a

positive work environment that creates a competitive edge for the hospital in the community. Leadership may be developed and cultivated by learning from the success of other leaders (Wu et al., 2020). As an implication of this study, transformational leadership would have a favorable impact in the case of nurses' intentions to quit by concentrating on the needs and development of their employees. Transformational leadership positively impacts nurses' intentions to leave by focusing on staff development, fostering empowerment, and reducing turnover rates, reducing employee stress and burnout.

Contribution to Business Practice

By promoting a positive work environment and providing opportunities for growth and development, transformational leaders can significantly reduce nurse turnover and enhance the organization's overall success., Transformational leadership can increase job satisfaction among nurses, as they feel valued and supported in their roles.

Transformational leadership can improve patient care outcomes and overall patient satisfaction. Furthermore, transformational leaders can inspire and motivate their teams, creating a culture of excellence and high performance. Motivating the staff results in increased productivity and efficiency within the healthcare organization. By fostering a culture of excellence and high performance, transformational leaders empower their teams to strive for continuous improvement and innovation. This benefits the nursing workforce and enhances the quality of patient care. Transformational leaders encourage their staff to think critically, collaborate effectively, and embrace change, leading to better patient outcomes and overall satisfaction. Additionally, these leaders prioritize

professional development and mentorship, nurturing the growth and success of their team members. This investment in the nursing workforce improves job satisfaction, attracts new talent, and retains the already existing nurses in the workforce.

Implications for Social Change

Implications for social change include improving patient outcomes, increasing job satisfaction, and creating a positive work environment. Additionally, addressing nurses' turnover intention and promoting transformational leadership may reduce healthcare costs and enhance the overall quality of care. These implications for social change highlight the importance of implementing strategies that support and empower nurses in their roles, ultimately benefiting healthcare professionals and patients. Retaining nursing staff within the hospital may help a community by improving patient outcomes and quality of life, contributing to a community's viability. Furthermore, because hospitals are major business enterprises, they may have a significant role in communities to boost the economy. Business enterprises create employment opportunities, reduce poverty, encourage innovation, and promote economic growth. In addition, this project on transformational leadership may contribute to positive social change by promoting higher-quality patient outcomes, which contribute to the health and well-being of the community.

A Review of the Professional and Academic Literature

This chapter includes an introduction to the gap in current research, theoretical foundations, and a literature review. Within the literature review, there are different sections that help address the historical development of the framework and current

research. The literature review focused on the relevant studies concerning the research problem. Most sources used for the literature review consist of academic or peer-reviewed articles, scholarly publications, and academic books. The list of accessed library databases and search engines included the literature search strategy and the keywords based on Google Scholar, ERIC, Springer, JSTOR, and ProQuest databases. There were 182 total references used in this study, of which 141 of the references (77.6%) were published between 2019 and 2023. There was a total of 121 peer-reviewed articles representing 66.48% of the references, and 106 of those peer-reviewed articles (87.60%) were published between 2019 and 2023. Fifteen (12.39%) of the sources were dated prior to 2019, including 8 (6.61%) peer-reviewed articles, 4 (3.30%) books, and 3 (2.47%) web articles.

Literature Review Search Strategy

The literature search strategy was founded on multiple databases for the literature review. The databases include Google Scholar, ERIC, Springer, JSTOR, and ProQuest. Also, I conducted a literature search via the Walden University Library to locate current literature on public service motivation. The keywords used were *nurses' intention to leave, turnover intentions, transformational leadership, transformational leadership theory, idealized consideration, intellectual stimulation, and structural empowerment.*

Review of Literature

Research shows that transformational leadership positively correlates with intrinsic motivators that affect work performance depending on the relationship between leaders and subordinates. B. P. Khan et al. (2018) identified that when transformational

leadership is applied within a managerial context, it becomes the responsibility of the manager to drive the employee's performance beyond expectations. On linking transformational leadership with practitioner-evaluated quality of care and adverse patient outcomes, Asif et al. (2019) described the absence of appropriate leadership styles and low-quality nursing job atmosphere are central to such outcomes. For example, staff experience was positively related to transformational leadership while negatively associated with staff turnover. Regardless of the relationship, positive or negative, staff experiences contributed to adverse patient outcomes comprising hospital-acquired infections, patient mortality, patient falls, and medication errors (Labrague et al., 2020). Transformational leadership impacts workers' behaviors and achieves the needed performance relative to employees' expectations. Transformational leadership is critical in empowering nurses and achieving the best patient care and is an essential leadership style that assists in creating a positive work environment (Labrague et al., 2020). It is through motivation that transformational leaders create a positive work environment that nurtures job satisfaction and reduces nurses' intention to leave.

Transformational leadership is a growing trend in leadership and the effects of employee retention. Transformational leaders tend to lead by influencing and motivating others to reach higher morale levels (Pishgooie et al., 2019). These types of leaders have shown influence on employee retention by enabling a healthy work environment that produces increased job satisfaction, reduction of stress, and an elevated sense of autonomy and self-efficacy (Pishgooie et al., 2019). Business success has often been found to reside in its leaders' ability to transform its staff and employees to understand

and adopt its strategic vision. In their most basic form, transformational leaders empower their teams and raise the bar of expectations for success through higher employee engagement (Wu et al., 2020). Transformational leadership prevents the nurses from leaving as transformational leaders empower their team and motivate them to stay.

Transformational leadership can be developed and cultivated through learning from the success or failures of other leaders. Once idealized influence, inspirational motivation, intellectual stimulation, and individual consideration are created, transformational leaders can significantly affect many factors, including increasing employee retention, reducing stress levels amongst employees, and burnout (Labrague et al., 2020). This literature review focuses on significant articles discussed herein.

Historical Development of Framework

In 1978, Burns coined the phrase *transformational leadership*. His seminal work on transformational leadership became the foundation for subsequent research. Burns is the founder of transactional and transforming leadership styles (Avolio & Bass, 1995). Burns focused on changing leaders' beliefs, needs, and values for others to follow (Burns, 1978). Burns thought leaders encouraged followers to reach higher levels of motivation and morality (Bass, 1985). Although Burns' work started many years ago his work has been shown to be foundational to recent research and thus still contributes to the field of transformational leadership (Siangchokyoo et al., 2020).

Following Burns' foundation of the field of leadership, Bass (1985) discussed the paradigm shift in how leaders were viewed as transformational leaders that focused on followers functioning beyond normal expectations by achieving higher performance

standards, and higher maturity levels in leadership. Munna (2021) identified that, according to Bass, transformational leaders persuade their followers to be better performers and achievers. Bass studied the comparison between transformational and transactional leadership styles through research and provided examples of leadership characteristics to highlight the difference. According to Bass (1985), transformational leaders are known to go beyond human relations management. Bass and Avolio (1993) discussed the elements of a transformational leader, including intellectual stimulation and individualized consideration. Bass discussed relationships between transformational and transactional leadership and focused not only on the leadership styles of both leaders but also on the work environments they managed and the productivity of those who worked in these environments. Bass's work was generally related to transformational leadership but not to specific fields such as nursing.

A new dimension to transformational leadership was integrated. Kuhnert and Lewis (1987) added a new dimension to transformational leadership theory by proposing the concept of moral leadership. They argued that a leader's moral values and ethical behavior are crucial in inspiring followers to achieve the organization's goals. In their view, transformational leadership can only be effective with a solid moral foundation. This concept has since been widely studied and incorporated into leadership development programs. Kuhnert and Lewis (1987) continued to add to the development of transformational theory of leadership developed by Burns (1978) and Bass (1985). All four authors used a quantitative method where subjects used a multi-factor leadership behavior questionnaire to explain how critical personality differences in leaders lead to

transactional or transformational leadership styles.

Improved transformational leadership theory added the concept of "full-range leadership," including both transformational and transactional and laissez-faire leadership styles. Bass and Avolio (1993) continued to improve transformational leadership theory by identifying that leaders should not focus on transactions; instead, they should focus more on building relationships and satisfying the exchange requirements between the leaders and their followers. Bass and Avolio (1993) argued that relationships offered leaders a more sustainable and impactful means for ensuring organizational success. Bass and Avolio (1993) dismissed transactional leadership because previous research had shown that it led to poor outcomes. Bass and Avolio (1993) later focused on leadership and organizational culture. Hunt and Fedynich (2019) echoed that concept of leadership by focusing on the individuals within the organization and the environment.

Bass and Avolio shared their theories on how an organization could learn how to create a team led by a transformational leader. They used Hersey–Blanchard's model of situational leadership contingent on the setting to correlate transformational leadership in previous work of the leadership model (Graeff, 1983). This phase of Bass and Avolio's (1993) research remains valuable because it helpfully identified practical steps for leaders to become transformational rather than assuming leaders either were or were not transformational with no possibility for change. This pragmatic focus has continued influencing the other researchers considered in this review.

The effectiveness of transformational leadership has been investigated. Yukl (1999) continued research that questioned the dynamics of leadership approaches and

found weaknesses in the effectiveness of transformational leadership. He described challenges in transformational leadership theories and concluded that not every situation suits the transformational leadership style. Yukl's (1999) approach completely contrasts the theory of Burns, Bass, and Avolio as he disagreed with the previous concepts of transformational leadership and challenged the models per the study's conclusions (Yukl, 1999). With Yukl's work, transformational leadership began recognizing new challenges related to when and where to apply the leadership style. Bass and Avolio (2000) wrote a meta-analysis of the transformational and transactional leadership literature, reconfirming the positive relationship between ratings of charismatic–transformational leadership and the performance of employees. They found that the relationship between charismatic leadership and performance varied with leadership and performance when examined at an individual level versus a group level. Bass and Avolio (2000) concluded that leaders perform better as a group or a team than as individuals. Working as a team allows for exchanging ideas and perspectives, leading to more innovative solutions and better decision-making. Transformational leadership theory emphasizes the importance of inspiring and motivating followers to achieve a shared vision.

The literature review results generally indicate a correlation between leadership styles and higher employee retention rates when transformational leadership is used. According to Peng et al. (2021), transformational leadership promotes commitment to change, thereby supporting change that is reflected through employee's intention to stay. Because of this, leaders must embrace transformational leadership to increase their leadership skills and effectiveness at work to team members intention to leave. Ideally,

transformational leadership was found to positively correlate with increased job satisfaction and reduced intention to leave when applied to the nursing profession.

Theoretical Background

Burns developed transformational leadership theory in 1978 (Burns, 1978). It is a leadership approach focusing on inspiring and motivating followers to achieve their full potential. Burns (1978) further suggested that transformational leaders can change their organizations by creating a vision for the future and encouraging their followers to work towards it. This leadership style often contrasts with transactional leadership, which focuses on exchanging rewards for performance. Transformational leadership theory was later expanded by Bass (Bass, 1985). The four components of transformational leadership identified by Bass (1985) are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence (charisma) refers to the leader's ability to act as a role model for their followers. According to Reinhardt et al. (2022), idealized influence is the ability of the transformational leader to act as a role model by engaging the nurses. As a result, it would promote change in practice within the hospital setting. Through their ethical conduct, integrity, and consistent values, transformational leaders serve as role models, earning the respect and trust of their followers. By setting high standards and demonstrating unwavering commitment to the organization's mission and vision, these leaders inspire others to align their actions and behaviors accordingly. Research conducted by Fauzi et al. (2021) further supports the notion that leaders with idealized influence are highly regarded and admired by their followers. Such leaders possess

qualities and values that followers strive to emulate. The study highlighted the positive impact of leaders' idealized influence on followers' attitudes and behaviors, indicating that when leaders are seen as charismatic and influential, their followers are more likely to demonstrate increased commitment, engagement, and performance. The quantitative research design provided a structured approach to studying the impact of idealized influence within transformational leadership among nurse managers.

Inspirational motivation involves inspiring followers to achieve their goals. Inspirational motivation is characterized by leaders' ability to articulate a compelling vision for the future. According to I. U. Khan et al. (2022), inspirational motivation plays a pivotal role in encouraging followers to go beyond their perceived limitations and strive for higher levels of achievement. Transformational leaders leverage their words and actions to create an atmosphere of excitement and enthusiasm within their teams, motivating individuals to work collectively towards a common goal. This motivation stems from the leader's skill in effectively communicating their vision and values, igniting a sense of purpose and commitment within the team. Research conducted by Kishen et al. (2020) further supports the positive impact of inspirational motivation in transformational leadership. The study emphasized how transformational leaders inspire followers by communicating their vision, values, and goals effectively. This inspiration, in turn, fosters a positive work environment characterized by high commitment, motivation, and performance.

Intellectual stimulation encourages followers to think critically and creatively, while individualized consideration shows care and concern for each follower's needs and

development. Inspirational motivation refers to a leader's ability to inspire and motivate followers through a clear vision and high expectations. Siangchokyoo et al. (2020) asserted that leaders who exhibit intellectual stimulation actively challenge their followers to think critically and creatively. These leaders create a climate that fosters intellectual curiosity and growth, inspiring their followers to expand their knowledge, skills, and capabilities. Empirical research conducted by Kehr et al. (2023) further underscores the positive impact of intellectual stimulation on followers and their job performance. When leaders foster a culture that values intellectual curiosity and innovation, followers are motivated to continuously seek new information, challenge the status quo, and propose novel solutions. This emphasis on intellectual stimulation contributes to enhanced individual and team performance, as followers are empowered to think critically, engage in problem-solving, and contribute to organizational growth.

When nurses perceive their leaders as inspirational and motivating, they are more likely to feel a sense of purpose and commitment to their work, reducing their intention to leave the organization. Research has consistently shown that transformational leaders who exhibit inspirational motivation can create a positive work environment that fosters job satisfaction and loyalty among nurses (Pearson, 2020). A positive work environment can increase productivity, improve patient outcomes, and reduce turnover rates. Nurse managers should acknowledge transformational leadership and its effect on nurse retention to address the high turnover rates in healthcare settings effectively. Adopting transformational leadership behaviors that promote nurse managers can create a supportive and motivating work environment that encourages nurses to thrive and stay

committed to their roles.

Leaders who practice individualized consideration, as highlighted by Kehr et al. (2023), tend to adapt their leadership approach to cater to the specific requirements of each follower. By actively listening, providing mentorship, and offering coaching, these leaders offer guidance and support to facilitate their followers' full potential growth and realization. This personalized approach acknowledges the individuality of each follower and demonstrates the leader's commitment to their personal and professional development. Research by Asbari et al. (2020) further supported the positive impact of individualized consideration on follower outcomes. When leaders demonstrate genuine concern for their followers' development and well-being, the follower-leader relationship fosters a sense of belonging, trust, and loyalty. This, in turn, leads to increased engagement and commitment from the followers, resulting in higher levels of performance and organizational success. These four components have been widely studied and are considered essential to the practice of transformational leadership.

A new twist to the theory is linked to the followers and their ability to transform. According to Siangchokyoo et al. (2020), transformational leadership succeeds when followers feel motivated, inspired, and empowered to achieve their full potential. This implies that the transformational process depends not solely on the leader's actions but also the followers' decisions. Siangchokyoo et al. (2020) further argued that followers' transformation can be measured through behavioral changes and increased motivation to achieve the organization's goals. Therefore, the theoretical framework of transformational leadership must consider the followers' role in the transformational process for a more

comprehensive understanding of its effectiveness.

Transformational leadership theory has previously been applied to nurses' intention to leave. According to Wu et al. (2020), transformational leaders promote a positive work environment, which in the long run leads to reduced burnout and intention to leave among the nurses. In the study of Rindu et al. (2020), the researchers recommended building commitment using leadership roles to increase intrinsic motivation among nurses. The necessity of transformative leadership among nurse managers was highlighted by Suliman et al. (2022), who also noted that in cases where it was lacking, the expected turnover occurred. Transformational leadership increases retention among nurses. Transformational leadership theory emphasizes the leader's ability to inspire and motivate their followers to achieve their goals and reach their full potential. This leadership style creates a positive work environment where employees feel valued and supported. Transformational leaders encourage their team members to take ownership of their work, think critically, and collaborate with others to achieve common goals. According to Pearson (2020), Transformational leaders prioritize communication, feedback, and professional development, which can lead to increased job satisfaction and commitment to the organization. Overall, transformational leadership has significantly impacted employee retention and organizational success.

Transformational leadership theory has gained attention in the healthcare industry, focusing on the leader's ability to inspire and motivate team members to achieve a shared vision. Hussain and Khayat (2021) state that this leadership style has increased nurses' job satisfaction, commitment, and retention. Therefore, understanding the relationship

between transformational leadership and nurses' intentions to leave is crucial in developing effective retention strategies (Specchia et al., 2021). Inadequate leadership can lead to a lack of support, guidance, and recognition, ultimately resulting in burnout and turnover (Marufu et al., 2021). Furthermore, research has shown that transformational leadership can positively influence nurses' job satisfaction and organizational commitment (Specchia et al., 2021). This type of leadership style promotes a sense of trust, empowerment, and collaboration among nurses, which in turn can reduce the likelihood of turnover (Marufu et al., 2021). By fostering a supportive and motivating work environment, transformational leaders can address the underlying factors contributing to nurses' intentions to leave, ultimately improving hospital retention rates. Transformational leadership theory provides a framework for leaders to create a positive work environment that fosters growth, development, and empowerment among their team members (Specchia et al., 2021). By adopting this leadership style, nurses are more likely to feel valued and engaged, which can lead to increased job satisfaction and retention. Taking the time to examine the relationship between transformational leadership and nurses' intentions to leave can provide valuable insights into nursing retention.

The selected theoretical framework, transformational leadership theory, is highly relevant as it provides insight into the relationship between transformational leaders' behavior and nurses' intention to leave their jobs (Albougami et al., 2020). Transformational leadership theory emphasizes the importance of leaders inspiring and motivating their followers to achieve their full potential. This theory states that

transformational leaders have the ability to create a positive work environment that fosters growth, development, and job satisfaction among their staff. Transformational leadership leads to higher job satisfaction, commitment, and employee performance levels (Almohtaseb et al., 2021). When transformational leadership is lacking, nurses may become disengaged and dissatisfied and ultimately decide to leave.

Transformational leaders motivate their followers through the concept that claims that this leadership style motivates workers by providing constructive perception guides and engaging employees in low-paying jobs (Sinclair et al., 2021). In such a setting, the leader's responsibility is to emphasize basic need satisfaction and meet higher employee desires while encouraging followers to offer new and alternative solutions (McManus, 2019). Judeh and Abou-Moghli (2019) noted that the theory requires leaders to promote a sense of responsibility that fosters positive change among their followers by instilling trust. Achieving trust follows a process where the leader helps the direct reports connect with an organization's mission, guiding them through their weaknesses and strengths and assigning them tasks based on their highest performance. Furthermore, transformational leaders who exhibit inspirational motivation inspire their followers and create a sense of purpose and direction within the organization. By clearly communicating the organization's mission and vision, these leaders help their followers understand the importance of their roles and how their contributions align with the overall goals. This sense of purpose enhances job satisfaction and fosters a strong sense of loyalty among nurses, as they feel valued and connected to the organization's mission. Additionally, transformational leaders are crucial in guiding their followers through their weaknesses

and strengths.

Scholars have argued different perspectives on transformational leadership. Arthi and Sumathi (2020) gave a different perspective on transformational leadership theory by showing that a leader's effectiveness assumes a critical requirement that facilitates the promotion of employee job performance and a thriving job environment. Arthi and Sumathi (2020) showed that transformational leaders serve as role models, motivate their followers, and focus on employee personal improvement. These three characteristics of transformational leaders are crucial in establishing a strong emotional connection with their workers.

Transformational leadership focuses on inspiring and motivating followers to achieve their full potential and exceed their expectations. It is characterized by charismatic, visionary leaders who created a positive and supportive work environment (Specchia et al., 2021). Transformational leadership has been found to impact followers' significantly. Research has shown that transformational leaders can enhance their followers' by providing guidance, support, and encouragement. According to Siangchokyoo et al. (2020), this, in turn, leads to increased job satisfaction and decreased turnover intentions among employees. The relationship between transformational leadership and turnover intentions has been widely studied and is of great interest to researchers and practitioners alike.

High turnover intention can have negative consequences for an organization, such as increased costs associated with recruitment and training, decreased productivity, and a loss of valuable talent (Rindu et al., 2020). Research has shown that leaders are likely to

create a positive work environment, build strong relationships with their employees, and reduce turnover intention (Arthi & Sumathi, 2020). Additionally, leaders can recognize and address any issues or concerns contributing to an employee's intention to leave and take proactive measures. At its most vital point, the theory shows that transformational leadership is most effective compared to other leadership styles for fostering these emotional connections (Arthi & Sumathi, 2020). Transformational leaders can facilitate development and growth through interaction with their team members (Arthi & Sumathi, 2020). Transformational leaders inspire and motivate nurses to strive for excellence and continuously improve their skills and knowledge. Transformational leadership increases job satisfaction and a sense of fulfillment in their work.

Transformational leaders can facilitate development and growth through interaction with their team members. Because these leaders inspire their followers, they motivate them to perform beyond their expectations (Judeh & Abou-Moghli, 2019). Moreover, the leaders help employees prioritize the organization's interests and allow for effective leader-member relationships (Judeh & Abou-Moghli, 2019). The relationship nurtured between leaders and their followers plays a significant role in ensuring employee devotion, engagement, and morale, which are vital in encouraging employees to work beyond their psychological contract (Cummings et al., 2018). As such, in the presence of an effective transformational leader, direct reports become more harmonious and more significant in their work. McManus (2019) agreed with Cummings et al. (2018) by showing that when leaders emphasize satisfying employees' needs, they create valuable connections with their followers and increase commitment to the organization.

An alternative theory that was considered was emotional intelligence (EI).

Emotional intelligence theory was first developed in 1990 by Peter Salovey and John D. Mayer whose definition implied the focuses on the ability to identify, understand, manage, and utilize emotions effectively in oneself and in others (Bru-Luna et al., 2021). According to Singh et al. (2022), the key components of emotional intelligence theory include self-awareness, which refers to the recognition of one's own emotional states and their potential impact on thoughts and behaviors. The ability of an individual to possess self-control during stress and when overwhelmed with negative emotions fosters the individual's capability to recognize their own feelings and emotions thereby acting as a motivation that enables individuals to control their emotions (Williams, 2021). Emotional intelligence was found to have roots in an individual's capacity presented in their utilitarian skills such as self-motivation and self-awareness (Ding et al., 2024). Self-regulation is the ability to manage one's emotions and impulses; motivation involves harnessing emotions to achieve goals. Emotional awareness, the capacity to understand the emotions of others; and social skills, which include effective communication and relationship management (Maxim, 2021). In the context of nursing, these components can significantly influence a nurse's interactions with patients, colleagues, and supervisors. (Zeidan et al., 2020). High emotional intelligence can improve teamwork, enhance patient care, and reduce conflict in hospital settings, thereby potentially lowering turnover intentions among nursing staff.

Despite the relevance of emotional intelligence to workplace dynamics, this theory was not chosen for studying nurses' turnover intentions in this context. Turnover

intentions are influenced by a multitude of factors, such as workload stress, job satisfaction, organizational commitment, and workplace culture. While emotional intelligence can play a role in mitigating some of these factors, it may not fully encapsulate the complexity of the environmental and organizational determinants that drive turnover intentions (Majeed & Jamshed, 2021).

Furthermore, emotional intelligence is often regarded as an individual trait rather than a collective team dynamic or systemic issue. According to Lo et al. (2022), analyzing turnover intentions through a narrow lens of emotional intelligence might overlook structural elements within healthcare organizations, such as management practices and institutional support systems, which profoundly influence nurses' decisions to leave their positions. Therefore, while emotional intelligence remains a valuable framework for understanding interpersonal relationships, it may not be the most comprehensive approach for exploring turnover intentions among nursing professionals, leading researchers to favor more holistic models that integrate broader organizational insights (Burki et al., 2020). Therefore, I opted for theories focused on job-related issues or organizational psychology that directly address turnover-related factors rather than an individual competency.

Nurses Intention to Leave and Idealized Influence by Nurse Managers

Idealized influence makes leaders role models. Olu-Abiodun and Abiodun (2017) wrote that transformational leaders motivate their subordinates using idealized influence, which involves embodying their followers' values to internalize or learn. As such,

idealized influence plays a significant role in employee empowerment and development by facilitating and relating employees' interfacing with the behaviors or attitudes exhibited by the leader (Olu-Abiodun & Abiodun, 2017). Idealized influence is one of the key components of transformational leadership, and it refers to the leader's ability to inspire and motivate followers through their actions and behavior. In the study by Wu et al. (2020), they noted that idealized influence had the highest score in reducing the nurses' intention to leave. When nurses are inspired by their leaders, they are more likely to feel a sense of purpose and fulfillment in their work, increasing their job satisfaction and reducing their desire to leave.

Courtesy of a leader's behavior or attitude can inspire admiration, trust, or respect in the leader and higher levels of commitment to the organization's performance. Employees can admire, trust, or respect a leader, commit to the organization's performance, or decide not to do so (Rindu et al., 2020). According to Rindu et al. (2020), nurses who perceive their leaders as having high levels of idealized influence are more likely to feel committed to their organization and less likely to have intentions of leaving their job or profession due to the lack of trust created. Leaders who display idealized influence motivate their employees through role modeling, inspiring their followers to strive towards the same level of excellence. Additionally, nurses committed to their organization are more likely to stay and contribute positively to the workplace culture and patient care outcomes (Marufu et al., 2021). Therefore, understanding the impact of idealized influence on nurses' intention to leave is crucial for healthcare organizations.

In idealized influence, the leader shares the risk with their followers. According to Alzahrani and Hasan (2019), taking calculated risks and involving the team in decision-making processes was essential in developing their followers. Their foundation lies in their ability to promote consistent vision and values (McManus, 2019). Transformational leadership allows commitment and teamwork by leading by example and promoting a broadly inclusive idea. Furthermore, idealized influence enables leaders to represent organizational culture, goals, and mission, create employee confidence and trust, and show a solid commitment to organizational goals. Employees tend to invest more effort in their activities if they are optimistic or encouraged to do so relative to their faith in their abilities and future (Olu-Abiodun & Abiodun, 2017). Behaviors attributed to inspirational motivation encourage team members to enhance their results, foster a strong sense of purpose among staff, and illustrate how firms can change over time.

As a nurse manager, to reduce nurses' intention to leave, it is crucial to adopt transformational leadership practices that prioritize the well-being of your staff. Nurse managers can create a work environment that fosters collaboration, creativity, and a sense of purpose by sharing risk with their team and involving them in critical decision-making processes (Sudibjo & Prameswari, 2021). Transformational leadership styles tend to encourage open communication and empower nurses to take ownership of their work. Sharing risk with the team also helps build trust and strengthens the relationship between the nurse manager and their staff (Sudibjo & Prameswari, 2021). When nurses feel valued and respected, they commit to their work and feel motivated to provide high-quality patient care. Additionally, involving nurses in decision-making gives them a

sense of autonomy and control over their work and allows them to contribute their unique perspectives and expertise, leading to better outcomes for the staff and the patients.

Leaders show sacrifice as they prioritize their employees' needs above their own. According to Perez (2021), transformational leaders put their employees' needs first, increasing employee retention. This behavior is a crucial aspect of transformational leadership theory, emphasizing the importance of inspiring and motivating followers to achieve their full potential. Do (2019) identified that transformational leaders consider the needs of the staff. This approach can effectively reduce nurses' intention to leave and turnover rates in the healthcare industry. Idealized influence as an element is responsible for helping employees succeed even more than expected while bridging the gap between organizational and individual goals (McManus, 2019). As such, inspirational motivation deals with how a leader expresses an organization's vision, goals, or expectations, allowing employees to tap into the leader's ability, and the willingness to commit to the organization. Nurses who perceived their leaders as exhibiting idealized influence are less likely to leave their jobs. As nurse managers, putting the needs of the staff first includes demonstrating integrity, setting high standards for ourselves and our team, and leading by example. By doing so, we can create a culture of excellence and inspire our nurses to stay committed to their roles and the organization.

According to Poels et al. (2020), idealized behavior promotes integrity in the workplace. Ohunakin et al. (2019) noted that idealized influenced behavior reduced employee turnover intentions. In the healthcare industry, transformational leadership theory has been identified as a practical approach to improving employee retention and

job satisfaction. Specifically, nurses have been found to benefit from leaders who exhibit transformational qualities such as idealized influence (Poels et al., 2020). By promoting this behavior, leaders can set a positive example for their team members and inspire them to act with integrity and dedication. Poels et al. (2020) also suggested that idealized influenced behavior can significantly reduce turnover intentions among employees, which is particularly important in the healthcare field, where staff shortages are a persistent challenge.

For nurse managers, incorporating idealized influence into their leadership style can improve job satisfaction among their staff and, ultimately, better patient outcomes. It involves modeling behaviors that align with the organization's values and demonstrating a commitment to excellence. This can be achieved through open communication, active listening, and providing opportunities for professional development. By cultivating a culture of trust and respect, nurse managers can create a more engaged and motivated team dedicated to providing high-quality patient care.

Nurses' Intention to Leave and Intellectual Stimulation by Nurse Managers

Transformational leaders promote innovation and creativity. According to Failla et al. (2021), transformational leaders in the workplace provide a work environment that supports intellectual stimulation. By providing intellectual stimulation, transformational leaders can help nurses feel engaged and motivated, leading to better patient outcomes. Wei et al. (2020) supported the sentiments by promoting nurse engagement in the workplace, reducing burnout, and reducing the intention to leave in the long run. Transformational leaders have been shown to foster a culture of innovation and creativity

among their team members by developing new and improved approaches to patient care to support nurses and intention to leave (Failla et al., 2021). It is important for nurse managers to create a work environment that promotes engagement and fosters a sense of community among their team members (Wei et al., 2020). During this time, leaders can instill in their direct reports a new method of tackling new problems in advance that inspires them to think about their conventional approaches.

The specific behaviors associated with intellectual stimulation include challenging the status quo, encouraging employee creativity, and risk-taking when appropriate to attain goals. The other two behaviors empower employees to disagree with their leaders constructively and aim for consistency in innovation (Olu-Abiodun & Abiodun, 2017). Better put, intellectual stimulation is attributed to the extent to which a leader arouses creativity in employees when solving challenges or formulating approaches or ideas to accomplish their tasks. Krishnan (2005) reviewed transformational leadership and its impacts on the terminal value system of 144 followers. Krishnan found transformational leaders could change their followers' cognitive framework, including value systems and identities, by spending more time with them. This can be achieved through various means, such as providing opportunities for professional development, recognizing, and rewarding exceptional work, and encouraging open communication and collaboration among team members. By doing so, nurse managers can create a positive and supportive work environment that benefits their team members and improves patient outcomes.

Transformational leaders tackle old situations with a newer and creative perspective and new ways. According to Pariona-Cabrera et al. (2020), human resource

management needs to act more to mitigate the plight of nurses within the workplace.

Lacap (2019) indicated that transformational leaders engage in cautious problem-solving under intellectual stimulation. Furthermore, the intention to leave among nurses has become a significant concern in the healthcare industry. B. P. Khan et al. (2018) found that transformational leadership significantly reduces nurses' intention to leave. Being problem solvers, transformational leaders can identify the root causes of nurses' dissatisfaction and work towards addressing them. This includes providing adequate resources, support, and recognition for their hard work and dedication. Additionally, these leaders can create a positive work environment that fosters collaboration, communication, and mutual respect among staff members. By doing so, they can improve nurses' job satisfaction and enhance the quality of patient care. Therefore, healthcare organizations must adopt transformational leadership practices to retain and support their nursing workforce.

To address these challenges effectively, it is essential for nurse managers to stay updated with the latest evidence-based practices (Gottlieb et al., 2021). This includes offering ongoing education and training opportunities, providing access to the latest technology and equipment, and offering flexible scheduling options to accommodate the needs of individual nurses. Nurse managers should be willing to listen to their staff and address any concerns or issues promptly and effectively. By prioritizing the needs of their nursing staff, healthcare organizations can create a culture of excellence that benefits both patients and staff alike. Transformational leaders can solicit employees' views to solve problems through intellectual stimulation. Singh et al. (2020) emphasized the need

for increasing intellectual stimulation because it encourages nurses to think critically and creatively and fosters a sense of empowerment.

B. P. Khan et al. (2018) conducted significant research on leadership behavior in nursing. They reviewed staff nurses' perceptions of leadership behavior and structural empowerment. Khan used a descriptive correlational design to examine the relationship between staff nurses' perception of their nurse managers' transformational leadership behaviors and their structural empowerment. Staff nurses at a conference participated in the research study. The results showed transformational leadership behaviors of nurse managers are moderately correlated to staff nurses' structural empowerment. To a lesser degree, transactional leadership behaviors were associated with staff nurses' structural licenses (B. P. Khan et al., 2018). They concluded nurses who perceived their nurse managers as demonstrating transformational leadership behaviors experienced higher structural empowerment. When nurses feel their ideas and opinions are valued, they are more likely to feel engaged and committed to their work. As nurse managers, creating an environment that promotes intellectual stimulation develops nurses' ability to adapt structural empowerment by speaking up and sharing their thought and ideas to make a difference. This can be achieved by providing training and professional development opportunities, creating a culture of open communication, and recognizing and rewarding innovative ideas. By doing so, nurse managers can improve the quality of care their team provides and reduce the intention to leave among their nurses.

Nurses' Intention to Leave and Individualize Consideration by Nurse Managers

Transformational leaders pay attention to the individualized needs of the staff.

According to Lacap (2019), workers expressed the need for personal attention by the management would reduce their intention to leave. The leader must coach and advise the employees to build strong relationships and create a supportive work environment. Individual consideration is an essential element of the transformational leadership theory, as it involves recognizing each employee's unique strengths and weaknesses and providing them with the necessary resources and guidance to achieve their goals. Kwon et al. (2019) supported the need for individual consideration by showing emotional support to their staff. By implementing this approach, leaders can improve employee engagement and job satisfaction and reduce the intention to leave. Therefore, healthcare organizations must adopt transformational leadership practices to retain their nursing workforce and provide quality patient care. Nurse managers must bridge their relationship with the staff to understand them individually, building strong leader/employee relationships that reduce the nurse's intention to leave.

Transformational leaders help their followers under individual consideration. According to Engelbrecht and Samuel (2019), they offered organizational support by building emotional commitment to the employees, reducing turnover among employees. According to Collins et al. (2020), individualized consideration by administrators in the nursing profession was viewed to have increased motivation. Furthermore, nurses' intention to leave their jobs is a major concern in the healthcare industry. A study by Z. Wang et al. (2019) found that transformational leadership positivity affects nurses' intention to leave. Additionally, individual consideration plays a crucial role in the success of transformational leadership in nursing. Individualized consideration can

enhance job satisfaction, which is essential for nurses' well-being and retention in the healthcare industry (Collins et al., 2020). As nurse managers, it is important to recognize the impact of leadership styles on staff and to strive to implement transformational leadership practices that prioritize individualized consideration (Engelbrecht & Samuel, 2019). Doing so improves job satisfaction and decreases the intention to leave, leading to better patient outcomes and a more positive work environment. Transformational leadership is not a one-size-fits-all solution. It may require adaptation to fit each team and individual's unique needs and characteristics. Ongoing communication and feedback are key to ensuring that our leadership practices are effective and supportive of our staff.

Individualized consideration is a type of behavior associated with the degree to which a leader attends to the needs of each staff member, acts as a coach or mentor to the worker, and listens to their concerns (Engelbrecht & Samuel, 2019). Through individualized consideration, Labrague et al. (2020) showed that a leader's influence on employees is attributed to the ability of the leader to help their followers attain their full potential through considered professional needs. In a later study, Labrague et al. (2020) examined the influence of harmful and transformational leadership practices on job satisfaction, psychological distress, absenteeism, and nurses' intention to leave the organization.

Individualized consideration fosters empowerment among staff members. Individual consideration equally plays an important role when employees are encouraged to accept empowerment initiatives within the same thought (Kishen et al., 2020). Employee motivation is high when transformational leaders offer individualized attention

to how their workers develop expertise (Dahshan et al., 2017). When considered in such a way, employees tend to stimulate a productive working environment. Furthermore, the intention to leave the organization declines as employees highly value their jobs and are appreciated and treated fairly by their leaders. B. P. Khan et al. (2018) show that leaders are crucial contributors to the positive impact of employee empowerment and are also critical players in fostering employees' sense of psychological identification with the organization. Therefore, when a link is established between transformational leadership, employee empowerment, and intention to leave an organization, leadership behaviors significantly affect how employers retain employees. By implementing individual consideration, nurse managers create a positive and inclusive work environment that fosters employee engagement and reduces the likelihood of turnover (B. P. Khan et al., 2018). Incorporating employee empowerment through delegation and decision-making can further enhance the effectiveness of transformational leadership and improve employee retention.

Creating an emotional connection between managers and employees builds interpersonal relationships. The individual behaviors possessed by a transformational leader show genuine compassion for making interpersonal connections with the employees (Olu-Abiodun & Abiodun, 2017). The other two behaviors associated with individualized consideration are empathizing and discussing individual employee needs and encouraging ongoing personal employee growth and professional development (Rindu et al., 2020). The aim of transformational leadership is to adhere to the explained behaviors and help employees achieve intrinsic motivation by embodying the aspirations

and goals found among leaders. Nurse managers who exhibit transformational leadership behaviors are likely to inspire and motivate their staff, leading to higher job satisfaction and organizational commitment. Setting clear expectations, providing feedback and recognition, and creating professional growth and development opportunities are strategies that foster a positive working environment for nurses (Rindu et al., 2020). By prioritizing the well-being and growth of their employees, nurse managers can develop a culture of trust and respect, ultimately leading to improved patient outcomes and organizational success.

Nurses Intention to Leave under Transformational Leadership

The nurses' intention to leave is a critical issue that healthcare organizations face today. Magbity et al. (2020) investigated nurses' intentions to leave; their study indicated that transformational leadership provided a conducive working environment by reducing turnover intentions. Alzahrani and Hasan (2019) examined the effect of transformational leadership on job satisfaction among nurses in the hospital setting, and their findings indicated that job satisfaction among nurses improved nursing outcomes.

Transformational leadership has been identified as a potential strategy to reduce nurse turnover and improve job satisfaction (Alzahrani & Hasan, 2019). Therefore, transformational leaders can inspire and motivate their followers, increasing job satisfaction while working at the organization.

Intention to leave is a predictor of turnover. According to Smama'h et al. (2023), turnover intentions among nurses emanated from conflict management styles by the nurse managers. Magbity et al. (2020) noted that the leadership styles of nursing managers have

an impact as they determine the nurses' turnover intentions. In the healthcare industry, transformational leaders have been found to improve patient outcomes, increase job satisfaction, and decrease turnover rates. The behavior of transformational leaders can also have a significant effect on nurses' intentions to leave.

The intention to leave among the nurses is only a thought process, thus influenced by different factors. Lacap (2019) noted, according to the mediation model in their study, that employee engagement mediates, with a modest effect size, the negative relationship between transformational leadership and the intention to leave. According to Hudgins et al. (2022), academic nurse leaders with toxic behaviors led to increased intention to leave among faculty. On the other hand, toxic leadership behaviors such as micromanagement, bullying, and lack of communication can lead to high turnover rates and low job satisfaction among nurses. Therefore, nurse leaders must adopt transformational leadership behaviors that promote job satisfaction, motivation, and retention among nurses. These behaviors include empowering nurses, providing them a sense of purpose, and encouraging open communication. Nurse leaders should address toxic behaviors among their colleagues and strive to create a positive work environment fostering growth and development (Ulrich et al., 2022). By doing so, they can reduce the intention to leave among nurses and improve patient outcomes. It is important for nurse leaders to understand the impact of their leadership style on their staff's intentions to leave and take appropriate measures to promote a positive work environment.

Burnout increases the intention to leave among nurses. According to Boamah (2022), burnout emanating from leadership behavior leads to emotional exhaustion and

the intention to leave. Ferreira et al. (2022) noted that burnout and turnover resulted from the working environment for nurses. The authors urged that leadership styles influence organizational results. Transformational leadership has been shown to have a significant impact on reducing burnout in nurses. A study conducted by Alrobai (2020) found that transformational leadership had a direct negative effect on burnout and a direct positive effect on job satisfaction among nurses. Furthermore, job satisfaction mediated the relationship between transformational leadership and the intention to leave. This suggests that transformational leadership may not only directly reduce burnout and increase job satisfaction but also indirectly decrease the intention to leave by increasing job satisfaction.

Transformational Leadership on Empowerment

Transformational leaders must ensure their team members are empowered in their decisions towards determining whether to stay or leave the organization. Choi et al. (2016) emphasize that transformational leaders can persuade and instill a positive organizational perception in employees. One determinant of empowerment associated with transformational leadership is the leader's charisma. Based on previous studies, Engelbrecht and Samuel (2019) showed that transformational leaders can intensify employee engagement by offering job ownership and vision. Furthermore, a trusting climate and synergy fosters employees' team spirit. Employees feel comfortable taking risks and sharing their ideas in a safe and supportive environment. Transformational leaders inspire trust through their strong communication skills, genuine concern for their team members, and the ability to articulate a compelling vision. When employees trust

their leaders, they are more likely to be motivated, engaged, and committed to achieving organizational goals. Additionally, trust in leadership has been found to positively impact job satisfaction, organizational commitment, and overall performance. As nurse managers, developing proactive measures that engage nurses in decision making positively impacts intention to leave. Through exercising individualized considerations, nurse managers would foster manager-employee relationships, thereby reducing turnover intentions.

Fostering a culture of employee participation through their involvement. Employee participation and empowerment have been recognized as key factors in reducing turnover rates and increasing job satisfaction among nurses (Sheehan et al., 2019). By fostering a culture of employee involvement and decision-making, transformational leaders empower their staff to take ownership of their work and contribute to the organization's overall success (Choi et al., 2016). This, in turn, positively impacts nurses' intention to stay in their current positions and reduces the likelihood of them seeking employment elsewhere.

When employees are encouraged to participate in decision-making, their sense of responsibility intensifies. In turn, gaining job-specific skills and self-confidence develops a sense of psychological identity (Choi et al., 2016). Intellectual stimulation is significant in achieving employee empowerment. Supporting an environment of critical thinkers, leaders can foster a culture of intellectual stimulation that challenges the status quo and encourages innovative thinking (Sheehan et al., 2019). This empowers employees to take ownership of their work and helps them develop new skills and knowledge to further

enhance their self-confidence and psychological identity. Additionally, transformational leaders who provide opportunities for learning and growth create an environment that nurtures employees' value. Combining empowerment and intellectual stimulation can lead to higher employee engagement, satisfaction, and overall organizational success.

Fostering employee's intellectual stimulation in the workplace reduces turnover intentions. Galleta-Williams et al. (2020) contributed by showing that leaders who shared specific decision-making powers with their employees help create a preconditioned environment where employees' intellectual stimulation is promoted. When granted the ability to make decisions, employees repay the trust by achieving organizational goals (Choi et al., 2016). Galleta-Williams et al. (2020) argued that employees contribute to the organization's value through power delegation. This power delegation enhances employee engagement and motivation and fosters a sense of ownership and accountability. Empowered employees feel trusted to make decisions and are likely to take ownership of their work and strive for excellence. The collaborative decision-making process promotes a culture of innovation and creativity, as employees are encouraged to think critically and propose new ideas.

Engaging nurses by exercising mindfulness can lead to more effective and informed decisions. According to Cao and Chen (2021), exercising mindfulness during work engagement decreases turnover as employee engagement is factored into work. In such scenarios, leader-employee relationships are established, and the decision to leave the organization is reduced. As nurse managers, it is important to recognize the impact of power delegation on employee satisfaction and turnover intention (Galleta-Williams et

al., 2020). By empowering the staff and entrusting them with meaningful responsibilities, nurse managers can foster a culture of trust and collaboration that benefits both the organization and its employees. Additionally, providing professional growth and development opportunities can contribute to job satisfaction and reduce turnover intention. As such, it is crucial for nurse managers to prioritize employee empowerment and growth to retain a skilled and dedicated workforce.

Transformational Leadership and Job Satisfaction

Job satisfaction reduces employees' intention to leave. Transformational behaviors can influence job satisfaction to reduce turnover (Judeh & Abou-Moghli, 2019). With the association between job satisfaction and transformational leadership relying on the characteristics of a transformational leader, employees' aspirations, desires, values, and priorities are dictated by how leaders can motivate their workers. These leaders are responsible for increasing employees' expectations and acknowledging their work. Moreover, Judeh and Abou-Moghli (2019) associated their results with the notion that transformational leaders' behavior determines whether they enhance employees' job satisfaction. Based on Labrague et al. (2020), the participative decision-making style associated with transformational leaders is a critical practice that ensures employees acquire a sense of involvement. Therefore, employees tend to be more committed to their jobs and manifest a heightened job satisfaction level.

Asif et al. (2019) found that employees who are valued through transformational leadership behaviors develop a reciprocal relationship because they gain job satisfaction. Hence, workers are more committed to their jobs, producing better employment results

when their organizations value them. As nurse managers, creating a positive work environment that fosters employee engagement and job satisfaction is important (Labrague et al., 2020). This can be achieved by understanding each employee's needs and concerns to help address potential turnover intentions and retain valuable staff members. By prioritizing employee satisfaction and well-being, nurse managers can improve the quality of care provided and create a more sustainable and fulfilling work environment for their team.

Both team and individual perspectives of transformational leadership are also subject to job satisfaction. Transformational leaders are mandated to acknowledge the team's significance while considering their employees (Labrague et al., 2020). This dual responsibility is tailor-made to the entire team and the individual through transformational behaviors, such as inspiration and motivation. For example, by communicating an organization's vision and demonstrating considerate behaviors, transformational leaders can encourage every team member to work together to achieve organizational goals. Nurses working as a team can also reduce interpersonal conflicts, increase job satisfaction, and strengthen the entire team (Tian et al., 2020). Furthermore, a strong team dynamic can also decrease turnover intention among nurses. High turnover rates can be detrimental to healthcare organizations, leading to increased costs and reduced quality of care. Nurses who feel supported and valued by their team are less likely to seek employment elsewhere, resulting in more stable and consistent nursing staff. Additionally, a cohesive team can provide a sense of community and belonging, improving overall job satisfaction and morale.

No organization setting is associated with the relevance of transformational leadership. In their findings, Choi et al. (2016) showed that in previous studies, employees' job satisfaction occurs when transformational behaviors are associated with an organization. Some linked organization settings constitute industrial, educational, volunteer, and military companies. For example, as Choi et al. (2016) showed, a worker's positive transformational behavior perception by their leaders resulted in a more robust identification with the business. The perception was also responsible for how employees internalized organizational goals and enhanced job satisfaction. Past studies have associated the role of transformational leadership with improving job satisfaction and organizational commitment by employees. Nurse managers should, therefore, focus on developing transformational leadership skills to retain their nursing staff.

Transformational leaders inspire and motivate their employees to achieve their full potential, and they foster job satisfaction and organizational commitment. By using transformational leadership, nurse managers can reduce turnover intention, a critical issue in nursing. High turnover rates impact the quality of patient care and increase recruitment and training costs for healthcare organizations.

The significance of the effect of transformational leadership for individuals working in a rapidly changing environment lies in the ability to strengthen a team member's organizational commitment and job satisfaction (Choi et al., 2016; Jun et al., 2021). Labrague et al. (2020) identify that transformational leadership is critical to organizations undergoing minimal changes. Similarly, Asif et al. (2019) established that no limitations exist on the effect of transformational leadership behaviors on procedural

rules and constraints within organizations having hierarchical authority structures. The significance of transformational leadership in improving job satisfaction in healthcare facilities is also acknowledged. Asif et al. (2019) showed that nurses work in high-pressure environments, and the role of supervisors in establishing competence and self-control is important in achieving job satisfaction. Judeh and Abou-Moghli (2019) illustrate that nurses often prefer leaders with transformational behaviors. The reason behind the preference is linked to the ability of the leaders to address their individual needs. Therefore, when understanding the role of transformational leaders in minimizing nursing staff turnover due to low job satisfaction, transformational leadership has a significant role in leaving an organization. Transformational leaders can inspire and motivate their team members to work towards a common goal and provide opportunities for growth and development. As nurse managers, they also prioritize the needs and concerns of their staff, actively listen to feedback, and try to address any issues or challenges that arise. By fostering a sense of empowerment and engagement among their team members, transformational leaders can reduce turnover intention and improve job satisfaction among nursing staff.

Behaviors of Transformational Leaders

Research on transformational leadership has explored leaders' behaviors to understand better how the leadership style functions in the workplace. Manzoor et al. (2019) noted that transformational leadership behavior promoted the corporate social responsibility of the organization. Also, Mickson and Anlesinya (2020) stated that leadership behavior predicted job satisfaction. In this case, the nurse manager's behavior

within the organization determined the employees' job satisfaction level (H. Khan et al., 2020). According to Labrague et al. (2020), compared to other leadership styles, transformational leadership is one of the most effective leadership strategies used to inspire employees to continue working in their organizations. Labrague's research identified that employees are motivated and inspired through intellectual stimulation, idealized influence, individualized consideration, and inspirational motivation. According to Labrague et al. (2020), these elements reveal that transformational leadership's ability to inspire and motivate employees is associated with development and empowerment.

Transactional leadership, on the other hand, focuses on the exchange of rewards and punishments for performance. According to Richards (2020), this leadership style relies on clear expectations and structure, with the leader monitoring and rewarding or correcting their followers' behavior. Though transactional leadership can be effective in certain situations, it may not be as effective in fostering long-term growth and employee engagement as transformational leadership. Flynn (2020) summarized the literature on transformational and transactional leadership using their history to identify key differences between the two styles. As a result of his research, Flynn found transformational leaders include leaders who motivate their teams toward stated goals by clarifying work roles and task requirements. Flynn (2020) also found transformational leaders displayed well-established behaviors, including having a large-scale view of the overall organization, spending great energy achieving team objectives, and performed above and beyond normal expectations. Flynn's (2020) research has clarified the precise qualities associated with transformational leadership that will shape future work in the

field. Flynn further validated the Multifactor Leadership Questionnaire (MLQ) as a research tool developed by Bass and Avolio to measure and assess the effectiveness of transformational and transactional leaders. Flynn did not provide a statistical analysis of the data. Still, it is vital to my research as the information provided summarizes and helps validate the literature base and standard terms used with transformational leadership.

Turnover Intentions

The voluntary nature of nurses leaving their work is a growing concern in the healthcare industry. According to Falatah (2021), turnover intention and turnover by nurses should be investigated as it negatively impacts the healthcare system. An individual's turnover intention is the worst outcome of an organization's inability to manage behavior (Rindu et al., 2020). Turnover intention is longing to move between organizations, and nurses' intentions to leave hospitals are mainly influenced by organizational commitment, leadership, job satisfaction, and perception (McManus, 2019). That is why, as Rindu et al. (2020) described, the challenge with nursing staff in many organizations globally is the shortage of nursing staff. This shortage has increased workload and job stress for existing nursing staff, further contributing to turnover intention. As such, healthcare organizations must prioritize developing and implementing effective retention strategies to maintain a stable and skilled nursing workforce. Nurse Managers play a crucial role in this process, as they oversee the nursing staff's day-to-day operations and identify areas for improvement. By providing opportunities for continuing education and skill-building, nurse managers can improve their staff's overall quality of care and increase job satisfaction and retention rates.

The lack of job security increases employee turnover intentions. An earlier report on why employees long to change their jobs revealed that job security and satisfaction were the primary triggers for employee turnover (Olu-Abiodun & Abiodun, 2017). Nowrouzi-Kia and Fox. (2020) found flexible interprofessional collaboration is essential to nurses' intention to leave. Furthermore, their study revealed that a supportive work environment and opportunities for professional growth were also significant predictors of turnover intention. These findings highlighted the importance of creating a positive work culture and providing resources for continued education and career development in retaining nurses. As nurse managers, there is a need to take into consideration these factors when developing retention strategies. Regularly seeking feedback from nurses and addressing their concerns can also contribute to a more supportive work environment. By prioritizing these initiatives, nurse managers can improve retention rates and provide better patient care.

The lack of an inclusive work environment for employees increases turnover intentions, according to Al Zamel et al. (2020). The work environment of employees influences their turnover intentions. High turnover intention is also seen when attention is given to profit but not to the existence of employees (Rindu et al., 2020). However, turnover trends can be lowered when organizations pay more attention to their employees by allocating organizational dollars to improve training to enhance employees' performance. On the other hand, Arthi and Sumathi (2020) argue that turnover intention serves as a dependent variable, representing an employee's attitude to the notion of leaving their job. Both individual and organizational outcomes rely on leadership

behavior. From the perspective of a different variable, a significant effect associated with reducing adverse corporate and individual results (Arthi & Sumathi, 2020). Relative to transformational leadership, more positive results and are critical in impacting an individual's turnover intention. Job satisfaction and organizational commitment have been identified as significant factors in determining turnover intention among nurses. As nurse managers, providing opportunities for professional development can help reduce turnover intention and retain valuable members of their nursing staff.

The intention to stay among nurses is influenced by factors that lead to turnover intentions. In his systematic review of the literature on nursing turnover, Shrimp (2017) reviewed nursing retention and staff perception of staffing resources. The researcher identified a lack of evidence to address the influence of staffing, nurse turnover, and intention to leave (Shrimp, 2017). The researcher also identified common themes associated with staffing and scheduling committees' influence on turnover and retention (Shrimp, 2017). The results show that a healthy work environment, a positive relationship with physicians, and a recognition program for nurses decrease nurses' intention to leave. The results also indicate that nurse empowerment increases the staff's perception of adequate resources and having autonomy over their work schedule decreased nurses' intention to leave. Lee et al. (2019) reviewed the mediating effects of work environments and burnout on the relationship between authentic leadership and nurses' intention to leave. Lee's team also studied nursing burnout's role in intention to leave. A cross-sectional design was used for this study, and three hospitals were asked to participate. The four instruments used to collect data in the study included the Authentic Leadership

Questionnaire, the Practice Environment Scale, the Maslach Burnout Inventory-Human Services Survey, and the Intent-To-Leave Job Questionnaire. The results showed that although authentic leadership can affect the intention to leave among nurses, work environment and burnout are also essential influencers of intention to leave.

Work environment fosters intention to leave. Leadership styles significantly impact nurses' intention to leave a work environment not supported by leadership (Lee et al., 2019). A lack of job satisfaction and low organizational commitment can make nurses feel undervalued and unappreciated, which may ultimately drive them to seek employment elsewhere. As nurse managers, it is important to understand the impact of our leadership style on our team's job satisfaction and commitment to the organization (Laily et al., 2022). Open communication and a willingness to listen to our team's concerns can go a long way in promoting a culture of respect and collaboration, further strengthening our team's commitment to the organization.

The level of organizational commitment of employee influences their turnover intentions. According to Laily et al. (2022), employee organizational commitment is influenced by their work environment, as burnout negatively impacts organizational commitment. Wardana et al. (2020) states turnover intention positively correlated with organizational commitment and work-life balance. Moreover, the study by Wardana et al. (2020) also revealed that work-life balance significantly influenced turnover intention. This suggests that employees who perceive their work-life balance as poor are more likely to want to leave their current jobs. In addition, the study found that the relationship between turnover intention and organizational commitment was partially mediated by

work-life balance. These findings highlight the importance of promoting a healthy work-life balance to improve employee retention and organizational commitment. As nurse managers, it is crucial to recognize work-life balance's impact on staff. This means implementing policies and procedures that support a healthy work-life balance, such as flexible scheduling and remote work options. Additionally, it is important to regularly check in with staff to ensure that they feel supported and valued in their work. Nurse managers can create a positive work environment that promotes employee satisfaction and retention by prioritizing work-life balance.

Another critical issue in considering the intention to leave is the work environment. Maintaining employees often tend to be grossly under-prioritized and under-controlled in a working environment that overflows with opportunities and challenges. From McManus (2019), it is possible to see why managers would prefer maintaining employees within their organizations. Having sufficient staff is critical in achieving productivity and work performance. However, maintaining employee turnover and retention is a never-ending challenge in healthcare facilities, viewed from an intrinsic perspective, and harms an organization's bottom line (Rindu et al., 2020). The inability to retain employees is a problem that proves costly to any organization. As such, strategies associated with employee retention are necessary to an organization since they are critical in handling issues like job knowledge loss, recruitment, and employee training. As already established, transformational leadership can instill trust, admiration, respect, and loyalty to leaders, and employees are motivated to outperform their routine responsibilities.

Transformational leadership significantly changes employees by emphasizing higher intrinsic motivation, commitment, dedication, and trust (Rindu et al., 2020). For example, when hospitals pay attention to increased leadership roles and managerial support, they build trust, admiration, and respect among their nurses due to charisma or idealistic influence (Suratno et al., 2018). As nurse managers, it is important to recognize your leadership style's impact on your team's turnover intention. Research has shown that transformational leadership, which involves inspiring and motivating team members to reach their full potential, can lead to lower turnover intention among nurses. By fostering a positive work environment and providing opportunities for growth and development, nurse managers can help to reduce turnover intention and retain their valuable nursing staff.

Engaging employees through intellectual stimulation reduces turnover intentions. Suratno et al. (2018) assert that leaders who inspire through motivation and communicate high expectations achieve organizational goals within the same relationship context. The key to maintaining employees within organizations is engaging subordinate intellectual stimulation, which encourages staff innovation, leadership, maintaining trust, and enhancing service quality. By description, transformational leaders can transform their employees' values, aspirations, desires, and priorities by motivating them to outperform their expectations.

The employee's well-being in the workplace is achieved by acting as a role model, being selfless, and avoiding abusive power. Employees who feel valued and respected by their superiors are less likely to experience turnover intention (Tian et al.,

2020). According to H. F. Wang et al. (2021), transformational leadership is built in trust and respect, and as a result, it creates psychological safety in the management and operations, thereby reducing turnover. When managers act as positive role models and avoid abusive power dynamics, they create a culture of trust and respect that can lead to higher employee engagement and commitment. In turn, this can help to reduce turnover rates and improve overall organizational performance. Therefore, managers need to prioritize the well-being of their employees and create a positive workplace culture. Employee turnover remains unresolved, but strategies are created to curb the behavior.

Through compensation plans, the cost of retaining employees is relatively low compared to losing them, and several factors have been employed in investigating employee turnover (Tian et al., 2020). Among the factors are gender, age, education, experience, peer support, job preview, recognitions and awards, selection and recruitment, employee relations, organizational culture, development and training, and work-life balance (Tian et al., 2020). While leadership benefits the employee, it equally benefits the employer. Cummings et al. (2018) show that in the presence of transformational leadership behaviors, the effects associated with employee turnover, directly or indirectly, are minimal. The rationale for transformational leadership behaviors' impact on retaining employees, particularly nurses, is that transformational leaders can enhance their subordinates' performance by achieving organizational goals. Therefore, nurse managers must proactively address turnover intention and retain valuable employees. One approach is to create a positive work environment that promotes job satisfaction and employee engagement. Through open communication,

nurse managers can support recognizing employee achievements and providing professional growth and development opportunities.

Implementing a reward system, in addition to improving employee performance, is also critical in reducing turnover. Dahshan et al. (2017) argue that transformational leadership significantly minimizes turnover intention and increases employee retention among leadership styles. According to Tian et al. (2020), findings show that transformational leaders' underlying influence guides employees to retain employment. Through transformational leadership theory, transformational leaders have a substantial role in supporting the relationship between turnover reduction and transformational leadership. As such, transformational leadership behaviors can often help employees portray high retention levels. As nurse managers, encouraging positivity within the work environment through compensation and reducing workload would reduce turnover intentions.

Factors Influencing Nurses' Intention to Leave Beyond Leadership Behavior

The nurses' work motivation influences their intentions to leave and is closely related to their overall job satisfaction. According to Broetje et al. (2020), motivation among nurses is inhibited by the work challenges within their work environment. Studies have shown that highly motivated nurses are more committed to their work and less likely to leave their jobs. The reduced motivation among nurses impacts overall occupational commitment, influencing the nurse's intention to leave (Fernet et al., 2021; Specchia et al., 2021). Factors such as job stress, workload, and organizational support can also impact nurses' intentions to leave, as this decreases morale among the nurses

(Yücel, 2021). Fostering a positive work environment, promoting work-life balance, and recognizing nurses' contributions can also improve job satisfaction and reduce turnover rates (Cardiff et al., 2023). Therefore, healthcare organizations must prioritize addressing these factors to retain their nursing staff and ensure high-quality patient care.

Understanding these factors and how they interact with leadership behavior can help healthcare organizations develop effective strategies for retaining their nursing staff.

A conflicted workplace promotes division among nurses, thereby fueling leaving intentions. According to Stevanin et al. (2020), a conflicted workforce arising from generational differences leads to reduced job satisfaction, thus calling upon leaders to address the conflict. Failla et al. (2021) indicated that transformational leaders engaging in conflict management would decrease the nurses' intention to leave. According to Dolinta and Freysteinson (2023), the nurse managers felt poorly understood; thus, conflicts arose in the workplace. In Dolinta and Freysteinson (2023), such disputes formed the basis of the nurses' intention to leave. Transformational leaders have positively impacted nurses' job satisfaction and commitment to their organization (Lai et al., 2020). This is because transformational leaders inspire and motivate followers to achieve their full potential and work towards a common goal. As a result, nurses may feel more valued and supported in their work, which can lead to a lower intention to leave. However, the relationship between transformational leadership and the intention to leave among nurses still needs to be fully understood and requires further investigation.

Nurse managers' behavior influences leaving intention. Keith et al. (2021) stated that an overwhelming workload led to poor relationships between staff and nurse

managers. In a study by Reyhanoglu and Akin (2022), having a toxic leadership relationship would increase the nurse's intention to leave, reflecting negative leadership behaviors. Research suggests that nurses dissatisfied with their jobs are more likely to have intentions to leave (H. Kim & Kim, 2021). This dissatisfaction can be attributed to various factors, including workload, lack of autonomy, and inadequate resources. In addition, the organization's level of support also plays a crucial role in nurses' job satisfaction and intentions to leave. Therefore, through transformational leadership, nurse managers can improve the work environment and, in turn, enhance their staff's job satisfaction, which can ultimately reduce turnover rates. Transformational leadership involves inspiring and motivating employees to achieve their full potential, creating a positive work culture, and providing support and resources to help employees succeed. By adopting a transformational leadership style, nurse managers can address the factors contributing to nurse dissatisfaction and intentions to leave, ultimately improving retention rates and patient outcomes.

The employee's desire to quit is a significant concern for healthcare organizations. Janatolmakan and Khatony (2022) noted the willingness of the nurses to leave their posts due to job dissatisfaction. According to Samuel and Engelbrecht (2021), transformational leadership indirectly influences the intention to leave. Furthermore, the behavior of transformational leaders has been found to impact nurses' intentions to leave their jobs significantly. It affects the quality of care and increases the cost of recruiting and training new staff. A study by Cummings et al. (2018) revealed that transformational leaders who exhibited supportive behaviors and provided opportunities for growth and development

were able to reduce turnover intentions among nurses. Transformational leadership has been identified as a key factor in retaining employees in the healthcare industry. Studies have shown that transformational leaders inspire and motivate their subordinates, leading to job satisfaction and organizational commitment.

Structural Empowerment

The leadership style attributed to transformational leadership is relational. Leaders have the trust and respect of their workers and put extra effort towards accomplishing the firm's objectives (Kowalski et al., 2020). The four behaviors, also called components or elements, have been linked to four critical roles transformational leaders play toward ensuring job satisfaction and employee empowerment. According to Fragkos et al. (2020), structural empowerment strongly predicted organizational commitment. On the other hand, Asif et al. (2019) found that transformational leadership is constantly associated with nurses' behaviors in healthcare organizations. Scholars' proposals on the role of transformational leadership behaviors in managers serve as precursors to establishing a structurally empowered job atmosphere. For example, by involving nurses in the decision-making process, a transformational leader may encourage healthcare staff through intellectual stimulation, which promotes knowledge, abilities, attitude growth, and rational thinking (Asif et al., 2019). Therefore, the intention to leave will be reduced through collaborative engagement between the nurse managers and staff.

In a healthcare organization, transformational leaders must create simulated conditions where nurses are offered the necessary information, resources, and assistance at their workplace (Judeh & Abou-Moghli, 2019). There is a need for more resources as

limited resources can ignite a nurse's intention to leave (Awan et al., 2021). Furthermore, with transformational leadership, nurses encounter job satisfaction alongside employee work commitment, organizational performance, and willingness to give extra effort to realize the assigned tasks. As nurse managers, it is essential to implement effective leadership strategies that promote job satisfaction and employee retention. One way to achieve this is by incorporating transformational leadership principles into daily management practices.

Transformational leaders create a positive work environment for employees. Asif et al. (2019) found that the importance of transformational leadership in creating a work atmosphere is critical in promoting a better practicing environment. Additionally, the work atmosphere helped nurses be professional in enhancing their desired outcomes for patients and their fellow workmates. By creating a progressive relationship, transformational leaders can gain employee confidence and predict their requirements (Rindu et al., 2020). When the conditions are expected, leaders can structurally empower their followers with professional support, information, and resources, leading to enhanced quality of care and work satisfaction. As nurse managers inspire and motivate their team members, transformational leaders can create a positive work environment that fosters loyalty and commitment. Providing their employees with opportunities for growth and development can increase job satisfaction and reduce the likelihood of seeking employment elsewhere.

Transformational leadership supports structural empowerment. The theory associated with structural empowerment describes how leaders can impact the behavior

of their followers to complete their tasks efficiently and effectively (Arslan Yürümezoğlu & Kocaman, 2019). Granting employees access to the four fundamental organizational factors, information support, opportunities, and resources, is a way transformational leaders can motivate their followers to complete their tasks (Al Zamel et al., 2020; Asif et al., 2019; Lavoie-Tremblay et al., 2022). When employees are given access to resources, an organization has the necessary stock, stuff, tools, time, and money to complete the task. Moreover, Engelbrecht and Samuel (2019) found that accessibility incorporates job status or position, challenges, incentives, competency appreciation, and value that improves workers' skills and abilities. Accessibility to support includes feedback from employers, leaders, juniors, emotional and societal care, and directions from coworkers (Asif et al., 2019). Lastly, information accessibility involves sufficient data about organizational objectives, policies, and norms alongside technical knowledge essential to fulfilling job requirements. As nurse managers, ensuring that our team members have access to all the necessary information and resources to carry out their duties effectively is crucial. This not only helps to build trust and confidence in their abilities but also allows them to take ownership of their work and contribute to the organization's overall success.

Every healthcare organization's core is to fulfill patients' needs and achieve the desired patient outcomes. According to Oweidat et al. (2023), it is important to support nurses who provide quality services to the patients, thereby improving patient's outcomes and reducing the nurses' intention to leave. Asif et al. (2019) found that studies

associated with patient outcomes acknowledged that adverse patient outcomes were attributed to inappropriate work environments alongside the absence of operative and productive leadership. The key ingredients for adverse patient outcomes, including mortality, medication errors, and rescue failure, are the absence of nursing staff and lousy working conditions (Asif et al., 2019). Moreover, research by Asif et al. (2019) measured the difference in nurse-evaluated adverse patient outcomes, including medication faults, patient falls, pressure ulcers, and hospital-associated diseases. Healthcare nursing-rated quality provides the most specific and relevant information about patient outcomes. The reason for the results was virtually every stage of patient healthcare that establishes nurses' perceptions and provides valuable information. Through their research, Asif et al. (2019) found a connection between impartial hospital quality indicators and nursing-measured quality of care. The associated hands, like patient satisfaction and death rates, provide an interlinked association between nursing-evaluated patient results and actual results. Therefore, as nurse managers, providing regular training and development opportunities can further enhance their skills and knowledge, leading to increased job productivity, increased quality patient care, job satisfaction, and lower turnover intention. As transformational leaders, we must prioritize information accessibility and empower our team members to reach their full potential.

Evidence from the study supports a positive relationship between nurse leaders and how transformational leadership positively influences nurses' intention to leave. Results also indicate transformational leader characteristics stimulate future leaders to be innovative, question assumptions of current leadership styles, and approach old situations

with new methods and perspectives. As nurse managers, integrating transformational leadership would improve retention among nurses and reducing nurses' leaving intentions.

Job satisfaction is an optimistic perspective that individuals have about their job experiences. The term has been associated with patient satisfaction, service effectiveness, quality, and worker turnover (Labrague et al., 2020). The primary focus for nurses is patient care, and it is a prerequisite that patients receive the quality of care, which affects job satisfaction. Therefore, the significance of nursing skills can be utilized in providing improved quality of care to patients during their stay at healthcare facilities. Structural empowerment is linked to the excellent relationship between nurses and doctors, resource control, higher nurses' self-determination, and independence. In a worker-empowering environment, performing tasks results in shared professional support, and through appropriate resource allocation, nurses have control over the quality of care afforded to patients (Asif et al., 2019).

When nurses are empowered, they control unwanted patient outcomes. In healthcare settings, as Dahshan et al. (2017) found, structural empowerment is a crucial determinant of job satisfaction, especially among nursing staff, their level of job engagement, confidence level, and trust and commitment. Other associated benefits of structural empowerment in healthcare organizations are intentions to leave, higher healthcare quality, decreased adverse patient outcomes, and patients' preferred outcomes (Irshad et al., 2021). Structural empowerment decreased adverse patient outcomes and patients' preferred outcomes. Research has shown that transformational leadership can

significantly impact turnover intention among healthcare professionals. When leaders can inspire and motivate their team members, they are more likely to feel fulfilled and engaged, reducing their desire to leave the organization (Lauritzen et al., 2022). As nurse managers, structural empowerment, which involves providing employees with the resources and support they need to perform their jobs effectively, has been linked to decreased adverse patient outcomes and improved patient satisfaction. By creating a culture of empowerment and transformational leadership, healthcare organizations can retain their staff and enhance patient care quality.

The rationalism of transformational leadership refers to the cognitive and logical approach leaders employ in their decision-making and problem-solving processes within the transformational leadership framework (Siangchokyoo et al., 2020). Rationalism emphasizes using reason, analysis, and objective evaluation of information to guide leadership actions and choices. Transformational leaders who embody rationalism utilize logical thinking and evidence-based reasoning to make informed decisions that align with the organization's goals and objectives (Aldrin & Yunanto, 2019). By employing rationalism, transformational leaders strive for objectivity and fairness in their decision-making processes. Rational leaders often use tools such as cost-benefit analysis, risk assessment, and critical thinking to assess the potential impact of their decisions on the organization and its members (Z. Wang et al., 2019). Furthermore, rationalism in transformational leadership promotes transparency and accountability. Leaders who prioritize rational decision-making processes clearly explain their choices, supporting them with logical reasoning and evidence. This approach enhances followers' trust and

confidence in their leader's judgment, as decisions are based on well-founded analysis rather than personal biases or arbitrary preferences.

When examining the relationship between the rationalism of transformational leadership and nurses' intention to leave their positions, it is important to consider how leaders' rational decision-making and problem-solving approaches can influence nurses' job satisfaction, organizational commitment, and overall retention within the healthcare setting. Boamah (2022) states that transformational leaders who exhibit rationalism can contribute to nurses' intention to stay within an organization by utilizing logical thinking and evidence-based reasoning in their leadership practices. These leaders are more likely to make informed decisions that consider their nursing staff's needs, concerns, and well-being (Chaturvedi et al., 2019). By engaging in rational decision-making processes, leaders can effectively address organizational challenges, promote a positive work environment, and enhance job satisfaction among nurses.

Comparison between Transactional and Transformational Leadership Styles on Nurse Turnover

Leadership style impacts nurses' intention to leave. According to Do (2019), transformational and transactional leadership inversely impacted the intention of employees to leave. Suliman et al. (2020) noted that transformational leadership decreased turnover intentions as opposed to transactional leadership style, which did not significantly impact increasing or decreasing intention to leave. Several studies have explored the impact of leadership styles on nurse turnover, with transformational leadership being identified as a potential factor in reducing intentions to leave as it

increases competencies among managers (Gunawan et al., 2019). Transformational leaders are known for their ability to inspire and motivate their followers, creating a positive work environment and fostering a sense of shared vision and purpose. In contrast, transactional leaders rely on rewards and punishments to motivate their followers, which may not be as effective in promoting job satisfaction and retention.

The relationship between leadership style and nurse turnover is complex and multifaceted. Other factors, such as workload, job stress, and organizational culture, may also play a role in determining nurses' intentions to leave. Additionally, the effectiveness of transformational leadership may vary depending on the specific context and the individual needs and preferences of the nurses involved. Therefore, further research is needed to fully understand the relationship between leadership style and nurse turnover and identify effective strategies for promoting nurse retention and job satisfaction (NSI Nursing Solutions Inc., 2020).

Strategies for Organizations to Reduce Leaving Intentions through Transformational Leadership

Integrate transformational leadership training programs for nurse managers. According to Nurmeksela et al. (2021), transformational leadership embraces proactive strategic planning among nurse managers through transformational leadership improved organizational effectiveness. Omery et al. (2019) state that strategic planning by nurse managers gave them a sense of control over retention and work within the organization. According to Pearson (2020), transformational leaders should develop strategic plans that engage nurses, thereby reducing the nurses' intention to leave. Organizations need to

recognize the importance of transformational leadership in retaining their nursing staff, as high turnover rates can negatively impact patient care and the organization's overall success. Organizations can improve nurse retention and patient outcomes by investing in their leaders and creating a positive work environment (Wagner et al., 2019).

Transformational leadership exercised by nursing managers can also lead to increased job satisfaction and engagement among nurses, as they feel valued and supported in their work. This, in turn, can lead to a better quality of care for patients and a more positive work culture overall.

In the study of Kyytsönen et al. (2020), improving the work environment for the nurses was highly likely to reduce the staff's intention to leave. Kowalski et al. (2020) stated that transformational leadership in the workplace is important as it influences the nurse's perception. Organizations can increase job satisfaction and reduce turnover rates by improving the work environment (Karlsson et al., 2019; Moon et al., 2019). The organization may provide opportunities through professional development, promoting work-life balance, and creating a culture of open communication and respect.

Transformational leaders can implement these strategies by modeling positive behaviors and inspiring followers to achieve a common goal. By investing in the well-being of their nurses and creating a supportive work environment, organizations can not only retain their valuable employees but also reduce nurses' intention of leaving.

Administrative support by the organization may reduce the nurses' intention to leave. In the study of El Haddad et al. (2019), administrative support for managers is key in enhancing the strategic leadership of the organization. According to H. Kim et al.

(2021), hospital administrators can support the nurses by improving their work environment and through improved work conditions. Nurmeksela et al. (2021) support this by indicating that transformational leadership thrives in a positive work environment. This positive work environment allows nurses to have a voice (Boerger et al., 2020). A positive work environment can be fostered through competitive salaries and benefits packages and by creating a culture of open communication and collaboration. Additionally, organizations can implement programs that promote work-life balance, such as flexible scheduling or telecommuting options. By prioritizing their employees' well-being and satisfaction, organizations can reduce turnover rates and improve overall performance and productivity. In today's competitive job market, it is more important than ever for organizations to prioritize employee retention strategies.

Transition

In this section, I explored the background of the problem, purpose, research questions, and hypotheses. I further explored the research methodology employed in this study and the data analysis techniques used to analyze the data. Additionally, I discussed various literature related to transformational leadership, self-efficacy, structural empowerment, nurses' intentions to leave, and turnover intentions. I identified the significance of these variables in the workplace and their impact on nurses' behavior within the hospital setting. I probed deeper into the relationship between these variables and examined the theoretical framework that underneath them. Little is known about the relationship between the behavior of transformational leaders and nurses' intention to leave the organization.

The objective of Section 1 is to introduce the research topic and address how transformational leadership theory aligns with a study on nurse managers' leadership styles and nurses' intention to leave. The business problem, purpose statement, research methodology, nature of the study, conceptual framework of the research questions, and operational definitions, assumptions, limitations, delimitations, significance of the study, and a review of the scholarly and professional literature were used to introduce the study in order to achieve this. The purpose statement is restated in Section 2, along with an explanation of my role as the researcher, the participants, and the study's design and methodology. The section also includes a discussion of the population and sampling, the significance of ethical research, data collection, data organization techniques, data analysis, and the study's validity and reliability. In Section 3, the purpose of the study, the research questions, and the results are presented. Then, there is an application to professional practice, a discussion of the implications for social change, suggestions for further research and action, reflections, and a conclusion.

Section 2: The Project

In this section, I introduced the purpose of this quantitative study and the role I play in the study. This section focused on the research methodology as it relates to transformational leadership and nurses' intention to leave the organization, along with the formulation of the hypothesis. This section includes the roles of the researcher and the development of the research question. I also discussed data collection to answer the research questions, along with introducing the instruments used to collect the data for each variable. Moreover, an in-depth discussion was conducted as it relates to study participants, analysis methods, and ethical concerns that are highly addressed in this section.

Purpose Statement

The specific business problem was that some nurse managers do not understand the relationship between nurse managers' leadership styles based on the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and nurses' intention to leave. Therefore, the purpose of this proposed quantitative correlational study was to examine the relationship between nurse managers' leadership styles based on the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and nurses' intention to leave. The independent variables are the four dimensions of transformational leadership style: idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. The dependent variable is the nurses' intention to leave.

The targeted population was staff nurses who work in U.S. hospital organizations and report to a nurse leader. An implication of positive social change was that by reducing nurses' intention to leave, nurses have the necessary support and resources to remain in their profession, thus maintaining economic standards for families and themselves. Managers and policymakers may pay attention to the needs of nurses' sense of job security. This social change has the potential to reduce turnover rates among nurses and improve the quality of care provided to patients. Additionally, it may lead to a positive shift in the perception of nursing, attracting more individuals to pursue a healthcare career. As a result, healthcare organizations can benefit from a more dedicated and skilled nursing workforce, ultimately enhancing the overall healthcare system.

Role of the Researcher

In quantitative research, researchers often test hypotheses leading from theories about the potential relationship between variables (Queirós et al., 2017). My role as the researcher in this study was to gather and analyze the data, upholding ethical standards with all participants while conducting research, minimizing harm and risk, and maximizing benefits. I have held multiple roles in nursing leadership for over 25 years; therefore, I am very familiar with this business problem and research topic. The Belmont Report was designed to protect human subjects of biomedical and behavioral research. The report was written to provide guidelines for researchers to follow and identify basic ethical principles and ethical issues related to human subjects. The Belmont Report suggested that the researcher must ensure that informed consent is collected from all participants. In addition, I have a duty to keep all data anonymous to protect all

individuals in the research and to prevent any harm by maintaining confidentiality and security while gathering data. No data was collected with demographics or identifying information of the participants. This avoided harm by eliminating the possibility of retribution from the employer or any other third party for unfavorable results.

According to *The Belmont Report*, there are three basic principles that researchers should always follow, which are respecting the person, beneficence, and justice. Walden University's Institutional Review Board (IRB) governs all participants' protection in this study to make sure no harm is done and confidentiality is maintained at all times. For this study, bias was mitigated by employing statistical means and quantitative methodology using the data captured by the instruments, MLQ as identified in Appendix A and the TIS-6 in Appendix B. I did not collect names or demographic information from the participants.

Participants

Eligibility criteria are important to guide the selection of participants who match the requirements (Rahman et al., 2015). Inclusion criteria for participation in this study are participants who work as registered nurses in hospital settings within the United States and report to a nurse manager. The participant must have been a nurse for 2 years, work full-time, and be at least 18 years of age. The primary function of the inclusion criteria was to enrich the study population (Queirós et al., 2017). Nurses were the direct population that was sampled to answer the research question. Nurses from doctor's offices, nursing homes, home health care, and medical clinics outside of a hospital setting were not included to minimize the variation in leadership and reporting structures.

The participants' active participation in the research is essential for developing reliable findings and answers to the research question (Fusch et al., 2017). Ultimately, the approach described to the target population warranted the coverage of the selected nurses, providing their understanding of the impact attributed to their intention to leave. Keeping a professional relationship and engagement with the participants was most important during this survey and afterward. I built those relationships within the group by actively responding to any questions or comments regarding the survey process.

Nurses in this research were volunteers. Convenience sampling was used to gain an adequate sample size. Validated instruments were used to collect the data from the participants. Convenience sampling helped me increase the number of nurses from several hospital facilities in the U.S. The sample of nurses used in this research were volunteers from LinkedIn and focused on public and private hospitals, so I have access to many nurses. I posted an invitation to participate along with a link to the nursing groups on LinkedIn. The link included screening questions to ensure the inclusion criteria was met. After the criteria was met, and consent was provided, the survey was displayed for the participants to complete. This link included the purpose of the study and the need for continued research on this topic in hopes of encouraging buy-in and increased participation in the study.

Research Method and Design

Research Method

The three primary research methods are quantitative, qualitative, and mixed (Queirós et al., 2017). I considered the three options, but I selected the quantitative method because it allows for exploring the research question related to the transformational leadership styles of nurse managers and the four dimensions of transformational leadership. The quantitative methodology can be used for multiple research types, including testing a hypothesis concerning whether a relationship between two or more variables exists (Queirós et al., 2017). A quantitative method is suitable for this study because the purpose was to determine whether a relationship between variables exists, which is one of the study goals. The quantitative analysis focuses on four standard dimensions: assumptions, purpose, approach, and research role (Sheehan et al., 2019). The quantitative approach was used to confirm or disconfirm a theory or a hypothesis, and it measures variables and tests hypotheses linked to a theoretical assumption (Poore, 2014).

I designed this study to examine the relationship between nursing managers' transformational leadership style for the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave. Since I intend to study the relationship between variables, a quantitative method was best suited. On the other hand, qualitative methodologies focus on understanding subjective experiences and perspectives (Maxwell, 2021). Qualitative researchers use open-ended questions to determine what is occurring or has occurred

(Castleberry & Nolen, 2018). While qualitative research can provide valuable insights, the methodology may not be suitable for answering behavioral questions related to a phenomenon or a broader research question focused on a generalized population (Bloomfield & Fisher, 2019). In contrast, quantitative researchers use closed-ended questions to test hypotheses (Maxwell, 2021). Mixed method research includes both a qualitative element and a quantitative element (Stern et al., 2021). To explore transformational leadership and intent to leave, I tested the hypotheses, which is part of a quantitative study portion of a mixed study.

Research Design

The correlational design allows the determination of variables that have a relationship to show the change between transformational leadership behaviors (predictors) and perceived subordinate perception (criterion) (Thomas & Zubkov, 2023). Correlational research design is a non-experimental research approach used to identify the relationship between two variables with no influence from any extraneous variable (Hoy & Adams, 2015). The correlational design focuses on comparative data associated with a phenomenon (Queirós et al., 2017). Correlational design usually follows a deductive approach that collects data relevant to the topic of interest (Thomas & Zubkov, 2023).

Other types of quantitative designs include Descriptive research, Causal comparative/quasi-experimental research, and Experimental research. Descriptive research is also referred to as an observational study because the researcher's role is only to observe (Apuke, 2017). This method was not selected due to the extensive time needed

and the proximity to study participants needed for the observations to occur. Quasi-experimental research attempts to establish cause-and-effect relationships among the variables (Bloomfield & Fisher, 2019). This is very similar to true experiments, but the independent variable is not manipulated by the researcher. This design was not selected because cause and effect were not the goals of the research. Determining causes must be done carefully, as other variables, both known and unknown, could still affect the outcome, which is very time-consuming and more costly. Experimental research, often called true experimentation, uses the scientific method to establish the cause-effect relationship among a group of variables that make up a study (Apuke, 2017). A true experiment is any study where an effort is made to identify and impose control over all other variables except one, such as in a laboratory, but not exclusively. This method was not selected as it requires control over the variables, which was not logistically feasible for nurses.

I used a correlational design because I wanted to find out if there was an association between nursing managers' transformational leadership style in the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave. The correlational design would provide a descriptive insight between multiple variables (Yu et al., 2020). In contrast, Qualitative designs did not work for this study because it requires individual in-depth interviews that focus on open-ended questions related to specific concepts, thoughts, or experiences to test a hypothesis (Maxwell, 2021). Mixed method research includes both a qualitative element and a quantitative element, which can provide

detailed data by exploring nursing leadership styles and nurses' intent to leave, but this method would test hypotheses, which is part of a quantitative study (Stern et al., 2021). Moreover, in my study, a correlational design was most appropriate as it allowed for a more objective and standardized approach to measuring and analyzing the leadership styles and nurses' intent to leave.

Population and Sampling

In this study, I used a non-probabilistic convenience sampling technique. Convenience sampling applies to quantitative and qualitative studies (Martínez-Mesa et al., 2016). A convenience sample refers to a selection readily available to the researcher (Etikan et al., 2016). According to Etikan et al. (2016), if a researcher selects a sample for easy access, availability, and inexpensive, the sampling method was convenience sampling. This study's use of convenience sampling was decided based on low cost and ease of access to participants. However, according to Landers and Behrend (2015), convenience sampling may limit results in a population sample because the volunteers may not represent those who don't volunteer. Nurses who report to a nursing leader were surveyed as the sample population. Nurses are well suited as a sample population because they align directly with the research question to determine whether a relationship exists between nursing managers' transformational leadership style for the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave. A more random sampling technique could be used; however, the legal, logistics, and permission issues would be formidable and take many years to complete to gain an adequate sampling size. The convenience sample

may have a faster rate of recruitment of participants as they are readily available within LinkedIn groups.

Sample Size

Sample size estimation for a research study is one of the most crucial parts of the research process because it helps to produce reliable results, which improve the generalizability of study results (Sharma et al., 2020). Power analysis has been identified to determine the sample size required for linear regression (Kang, 2021). Today, there are many sample size calculation software or internet URL links available. A software tool, G*Power (version 3.1.9), was used for power analysis and sample size calculation (Faul, 2014). It is a free software tool for researchers. If there are not enough participants in the study, one may be unable to detect a statistically significant effect, even if transformational leadership variables are influential. Therefore, it was crucial to conduct a power analysis before the study starts to ensure there was enough power to detect a statistically significant effect.

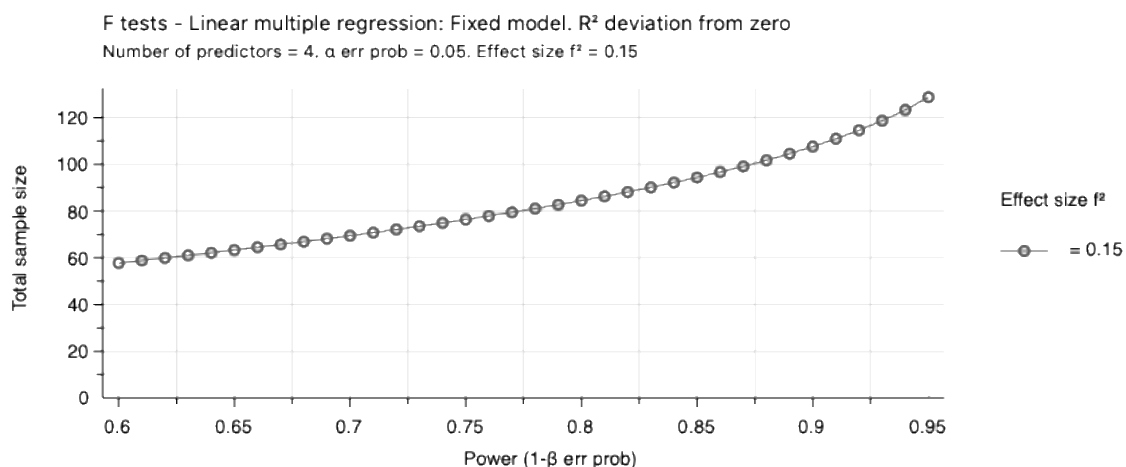
A power analysis was conducted using G*Power, version 3.1.9, to ensure that the study had enough power to detect a statistically significant effect between the variables (Faul et al., 2009; Kang, 2021). An apriori power analysis, assuming a medium effect size ($f^2=.15$), $\alpha=.05$, and 4 predictor variables, identified that a minimum sample size of 85 participants was required to achieve a power of .80. Increasing the sample size to 108 would increase power to .90. Therefore, I sought between 85 and 108 participants or greater for the study (Figure 2). The use of the medium effect size ($f^2=.15$) was appropriate for this proposed study. The medium effect size was based on the analysis of

four predictors where transformational leadership and intention to leave was the outcome measurement.

Three variables were needed to conduct the power analysis: a) effect size, b) alpha level, and c) beta level. I specified the effect size of 0.15. The effect size is the size of the difference between the variables that would be considered significant. I also set the alpha level to 0.05, and there are 4 predictor variables. Alpha identifies the probability of making a Type I error, rejecting the null hypothesis when it is true. I specified the beta level of 0.20. Beta is the probability of making a Type II error, failing to reject the null hypothesis when it is false. Based on this configuration, the sample size was calculated to be 108 participants with an actual power rating of .90. Therefore, 108 was the minimum sample size required to detect a statistically significant effect. Based on this analysis, the researchers' minimal target of 108 participants was sufficient, but 114 were collected.

Figure 2

Power as a Function of Sample Size



Ethical Research

In every research methodology, quantitative, qualitative, or mixed method, the topic of informed consent must be established before participation in a study. Researchers are governed by a code of ethics that states that all participants, regardless of the choice of study design, should be protected from physical or psychological harm, protection of privacy and confidentiality, and unjustifiable deception, according to *The Belmont Report* (Office for Human Research Protections, 2024). An agreement to participate in research constitutes valid consent only if voluntarily given, according to The Belmont Report (Office for Human Research Protections, 2024).

In this quantitative research, a template provided by Walden University was adapted to use to obtain volunteer consent. Walden University's approval number for this study is 03-15-24-1008909. Participants were informed about the context of the investigation, the problem of the study, and their roles and right to withdraw from the investigation at will with no consequences and to remove data provided by participants if they do withdraw. A Walden University student email address was used to respond to volunteers wishing to participate. The information collected during data collection was anonymous. No personal identifying information was collected about the participants, so full anonymity was achieved. The data was stored on an encrypted USB drive. The only person with access to the USB drive will be myself. The data will be deleted after 5 years.

Data Collection - Instrumentation

I used the MLQ (see Appendix A) and the Turnover Intention Scale (TIS-6) (see

Appendix B). TIS-6 is a shortened version of the 15-item TIS scale. This scale was developed to measure turnover intention and predict actual turnover (Bothma & Roodt, 2013). The MLQ assessed leadership qualities such as inspirational motivation and idealized influence. The criterion variable was MLQ's follower perception, measuring their opinion of their leaders' leadership styles. The TIS-6 measured nurses' intention to leave.

The MLQ was used to determine the participants' viewpoint of their leader's leadership styles. It is the most popular measure of transformational leadership. The MLQ was developed by Avolio and Bass (1995). Mind Garden distributes the MLQ. MLQ is a multiple-rater survey that measures the frequency of leadership behaviors using a 5-point Likert-type scale (Serrat & Serrat, 2021). According to Serrat and Serrat (2021), the MLQ is a data collection instrument that measures leadership styles, which consist of transformational, transactional, and laissez-faire leadership. This instrument has 45 self-reporting questions that measure leadership behaviors through 4 subscales that link leadership and effectiveness behaviors to an organization's success (Serrat & Serrat, 2021). The focus of the subscales was idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. This instrument uses a 5-point Likert Scale to collect the data. To convert the ordinal data to interval a score of 0-4 was assigned to each value with 0 being the lowest and 4 being the highest. The lowest would indicate the behaviors did not occur. A score of 4 indicates that leadership behaviors did occur. This tool was used to measure the predictors in the hypothesis for my research study.

The following is a list of the MLQ variables and scales.

- Inspirational motivation - Interval
- Idealized influence attributed - Interval
- Idealized influence behavior - Interval
- Intellectual stimulation - Interval
- Individualized consideration - Interval
- Contingent reward - Interval
- Active management-by-exception - Interval
- Management-by-exception passive - Interval
- Laissez-faire - Interval
- Extra effort - Interval
- Effectiveness - Interval
- Satisfaction - Interval

The TIS-6 variables are:

- Intention to leave: This item measures the employee's intention to leave their job. - Interval
- Job search: This item measures the employee's current job search activity. - Interval
- Recommendation to others: This item measures employees' willingness to recommend their current job. - Interval
- Planning: This item measures the employee's current plans to leave their current position. - Interval

- Timeframe: This item measures the employee's timeframe for leaving their current job. - Interval
- Likelihood: This item measures the employee's likelihood of leaving their job. - Interval

Although the Turnover Intention Scale (TIS-6) has multiple subscales, I used the TIS-6 to measure turnover intention as the dependent variable. The turnover intention scale is a shortened version of the 15-point scale used for turnover intention. Over the years, this scale has attracted increased research attention. This TIS-6 is a shortened, six-item version of the turnover intention scale (TIS) for research purposes. Turnover intention is measured by the amount of work engagement, work-based identity, burnout, helping behavior, work alienation, and task performance. The Likert-type scale uses a scale varying from 1= favorable rating to 5= unfavorable ratings. This scale was developed to measure turnover intention (Bothma & Roodt, 2013).

Transformational leadership was measured by the amount of idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration. Flynn (2020) validated the Multifactor Leadership Questionnaire (MLQ) as a research tool developed by Bass and Avolio (1993) to measure and assess the effectiveness of transformational and transactional leaders. Therefore, it was appropriate for this study. Turnover intention was measured by questions on the amount of work engagement, work-based identity, and burnout, helping behavior, work alienation, and task performance on a Likert-type scale. Multiple studies have concluded that the Turnover Intention Scale (TIS) is perceived to be a comprehensive measure of turnover

intention (Su, 2021). Therefore, it was appropriate for the measure of intention to leave for this study. Raw participant data are securely kept in password-protected personal cloud storage; only I can access this file. A reliability check for the MLQs (English and Thai versions) was conducted by Muenjohn and Armstrong (2008) to provide evidence that the MLQ produced the data for which it was designed. The Cronbach alpha results were $\alpha = 0.86$ for the original MLQ and $\alpha = 0.87$ for the translated MLQ. The reliability results were greater than 0.70, showing an acceptable statistic testing level (Muenjohn & Armstrong, 2008). In terms of construct validity, the study showed the overall chi-square of the nine-factor model was statistically significant ($\chi^2 = 540.18$; $df = 474$; $p < .01$), the ratio of the chi-square to the degrees of freedom (χ^2/df) was 1.14, the root mean square error of approximation (RMSEA) was 0.03, the goodness of fit index (GFI) was .84, and the adjusted goodness of fit index (AGFI) was .78. Therefore, by taking all the fit indices into account and comparing them with the results of previous studies for concurrent validity, it might be said that the nine-factor model can be regarded as a “reasonable fit” to the data in the study (Muenjohn & Armstrong, 2008).

Figure 3

MLQ Goodness of Fit Index

Table 1 Comparison of overall fit measures among the three separate factor models

Model	X ²	df	χ^2/df	GFI	AGFI	RMSEA
First Analysis						
One factor model	1271.21	594	2.14	.65	.60	.09
Three factor model	1228.65	591	2.08	.66	.62	.08
Nine factor model	1060.99	558	1.90	.71	.65	.08
Second Analysis						
One factor model	916.85	570	1.61	.73	.69	.06
Three factor model	924.62	569	1.62	.74	.69	.07
Nine factor model	540.18	474	1.14	.84	.78	.03

Note: All models were significant at $p < .01$.

Note. MLQ Goodness of Fit Index by Muenjohn and Armstrong (2008).

Data Collection Technique

For this study, I used a convenience sample of nurses from LinkedIn nursing groups. A link to the website was shared with the inclusion questions. If they meet them all, then the informed consent link was shared. When they click on “I consent,” they were directed to the surveys. The surveys are expected to take 20 to 30 minutes total to complete. All data was collected electronically which was an advantage to manual data entry and compilation. Online surveys are less expensive and can reach out to more participants than other types of surveys in a cost-efficient manner (Etikan et al., 2016). Online surveys are more private and convenient for the respondents than paper surveys and are easily accessible. Some disadvantages include not being accessible to all, as it may be overlooked or go to junk mail (Etikan et al., 2016).

The instruments MLQ and TIS-6 was administered to participants in their standard form without adjustments or revisions as they have been refined over the years to address the measurements of the variables in question. Informed consent was acquired on the first page of the survey, and participants have to click on the Agree to Consent button before proceeding to the next page. This was done in compliance with U.S. Department of Health & Human Services regulation 45 CFR part 46 (Greenberg et al., 2018). Confidentiality and privacy was maintained throughout all study aspects for all participants. The results were only reported in an aggregated format, and participants were not identifiable by name at any time. The research data is kept on a locked USB drive in a locked cabinet for 5 years after completion of the survey.

Data Analysis

Research Question

What is the relationship between nursing managers' transformational leadership style in the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave?

Hypotheses

H₀: There is no statistically significant relationship between nurses' perception of their manager's transformational leadership style based on the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave.

H₁: There is a statistically significant relationship between nurses' perception of their manager's transformational leadership style based on the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave.

In this study, I used multiple linear regression on the data to measure the relationship between transformational leadership and nurses' intention to leave. Multiple linear regression measures the relationship between two or more independent variables and one dependent variable (Osborne & Waters, 2019). There are several advantages to using multiple regression over other research techniques. First, multiple linear regression can measure the relationship of multiple variables on the dependent variable. This was important because, in many real-world situations, the dependent variable may not be changed by a single factor but by a combination of factors (Rogers & Revesz, 2020).

Second, multiple linear regression may expose nonlinear relationships between variables (Osborne & Waters, 2019). This is important because many relationships in the real world are sometimes not linear. Third, multiple linear regression can account for interactions between variables. This is important because many variables in the real world interact with each other (Tang & Salakhutdinov, 2019). Multiple linear regression can be used to model these interactions. Multiple linear regression predicts the nature of the relationship by measuring a dependent variable's value using the independent variable's value (Fusch et al., 2017). The measure of the correlation coefficient (r or R) provides information on the closeness of two variables (Tang & Salakhutdinov, 2019).

SPSS was used to show how much and in which direction the dependent variable changes. One of the advantages of multiple linear regression is that it allows researchers to examine the nature and strength of the relations between the variables and the unique contribution of each independent variable (Fusch et al., 2017). Therefore, multiple linear regression allowed me to examine the nature and strength of the relations between the variables and the specific contribution of each independent variable. Multiple linear regression is instrumental when trying to understand the predictive power of more than one interval, independent variables on one interval, and dependent variables. Multiple linear regression analysis is often used to determine the strength of correlations between variables (Alhamide et al., 2015). Therefore, multiple linear regression techniques was used in the study.

For this study, multiple regression determined if a statistically significant relationship exists between transformational leadership style based on the four

dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and nurses' intention to leave. The independent variables of transformational leadership were tested using the MLQ survey, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. All the independent variables are interval types of measurement and were measured on an interval. The dependent variable, turnover intention, was tested using the Turnover Intention Scale-TIS-6. The scale of management for the dependent variables was interval and was measured on an interval scale.

This research included an identification of assumptions. The assumptions of multiple regression analysis include:

- Normality: The normality assumptions were checked for many statistical procedures, namely parametric tests because their validity depends on it (Ghasemi & Zahediasl, 2012). The data was found to be normally distributed. This means that the data was symmetrical and bell-shaped. I reviewed the normal probability plot (P-P) of the regression of standardized residuals for outliers. Then, I used Shapiro-Wilk test results for normality, provide scatterplots of each predictor variable for linearity, and a scatterplot of the standardized residuals versus predicted values for homoscedasticity.
- Homogeneity of variance: The variances of the data was equal. This means that the data was spread out evenly.
- Linearity: The relationship between the variables were linear. Standard

multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear (Osborne & Waters, 2019). The data should form a straight line when plotted on a graph.

- Independence: The data was independent. This means that one data point's value did not affect another data point's value.
- Multicollinearity: Multicollinearity arises when two or more of the independent variables in a multiple regression model are highly correlated with each other (Bayman, 2021). Multicollinearity can cause an increase in the standard error of the coefficients, thereby making some variables statistically insignificant when they should be significant (Shrestha, 2020). Multicollinearity can be identified in the correlation matrix by if there is a correlation of 0.8 or 0.9 (Chan et al., 2022). If multicollinearity is found, then two bivariate analyses will be performed to identify and remove the independent variable with the least influence on the dependent variable.

If the assumptions above were violated, then the validity of the statistical results would negatively impact the study's credibility. Therefore, I assessed and validated the assumptions of multiple linear regression. First, I reviewed for missed outliers, normality, linearity, homoscedasticity, independence of residuals and multicollinearity. Data cleaning for this study included correcting errors and inaccuracies and removing duplicate entries. However, because the participants entered the data electronically in a structured format, data cleaning was minimal. Bootstrapping wasn't necessary because

the data fit the normal curve. According to Dwivedi et al. (2017), using the nonparametric bootstrap test with pooled resampling method for comparing paired or unpaired means and for validating the one-way analysis of variance test results for non-normal data in small sample size studies. As a backup plan, I considered deleting outliers and transforming the data to meet the assumptions.

Interpretation of Inferential Results

This study used multiple linear regression, $\alpha = .05$ (two-tailed), to determine the relationship between transformation leadership and nurses' intention to leave. The predictor variables are idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration. The dependent variable was intention to leave. The null hypothesis was there is no relationship between employee perceptions of their leader's idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, individualized consideration, and intention to leave. The alternative hypothesis was there is a relationship between employee perceptions of their leader's idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, individualized consideration, and intention to leave. Analyses of multicollinearity, outliers, normality, linearity, homoscedasticity, and independence of residuals was conducted to assess whether the assumptions were met and identify if violations are present.

The results were defined in a table that shows the correlation values, including F, P, and R. The R-value indicated the approximate variation in nurses' intention to leave, which is accounted for by the linear combination of the predictor variables (idealized

attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration). In another table, idealized attributes, idealized behaviors, intellectual stimulation, inspirational motivation, and individualized consideration was shared to define any significant variation in intention to leave as single predictor variables. IBM SPSS Statistics version 29 will be used for data analysis and assists in the computation of inferential statistics, including multivariate regression.

Study Reliability

For researchers, determining a study's reliability is necessary when critiquing research. Furthermore, reliability influences how investigators decide whether the findings are fit for implementation in nursing leadership studies. Rigorous research can potentially show how every factor in the investigation has been addressed. Study reliability has the possibility of helping the investigator evaluate the study and decide whether the results can be applied broadly or narrowly in the respective leadership practice. Quantitative analysis focuses on four standard dimensions: assumptions, purpose, approach, and research role (Queirós et al., 2017). Quantitative methodology is used to confirm or disconfirm a theory or a hypothesis, and it measures variables by testing hypotheses linked to a theoretical assumption (Poore, 2014). I designed this study to examine the relationship between nurses' transformational leadership behaviors and nurses' perceptions of leadership styles. Because I intended to study the relationship between variables, a quantitative method was best suited for this study.

The MLQ is a global and validated tool for measuring leadership style (Antonakis et al., 2003). Avolio and Bass (1995) mapped the most common leadership approaches of

managers and military commanders (Mind Garden, 2012). The MLQ has been used in thousands of research programs, doctorate dissertations, and master's theses, along with several constructive outcomes for transformational leadership (Mind Garden, 2012). Refinements to the MLQ have occurred since its inception to strengthen its validity. Antonakis et al. (2003) used 3000 participants to understand the psychometric properties of the MLQ. Antonakis et al. showed that the MLQ clearly distinguished nine factors in the Full Range of Leadership model. Antonakis et al. study's results showed strong support for the validity of the MLQ. The MLQ using Cronbach's alpha found reliability to be at 0.86, indicating an acceptable statistic testing level (Cortina, 1993). Many studies have tried to validate how accurate and reliable MLQ is for measuring transformational leadership. Lowe et al. (1996) performed 33 independent empirical studies using the MLQ and identified a strong positive correlation between all components of transformational leadership. These findings could imply that the nine-factor model appeared to be the best theoretical construct representing the latest form of the MLQ whether it was tested with the large sample in the Bass and Avolio study (n= 1,394) or a small sample (n= 138) In summary, the MLQ is successful in accurately comprehending the full leadership factor constructs of transformational leadership theory (Muenjohn & Armstrong, 2008).

It was established by Gert Roodt that the TIS-6 could measure turnover intentions reliably ($\alpha= 0.80$) (Bothma & Roodt, 2013). The TIS-6 could significantly distinguish between leavers and stayers (actual turnover), confirming its criterion-predictive validity (Bothma & Roodt, 2013). Turnover intention was measured with a six-item scale that

verified the overall reliability of the six-item TIS-6 ($\alpha=0.80$).

1. Scale: 1=Never to 5=Always
2. Scale: 1=highly unlikely to 5=highly likely

Reverse coding was used to compute the mean scale. For this study, I used the Turnover Intention Scale (TIS-6) to measure turnover intention as the dependent variable. Turnover intention as an instrument has become very popular among researchers, primarily due to having few validated and reliable competitors (Bothma & Roodt, 2013). A study was conducted by Bothma and Roodt in 2013, which validated the TIS-6. It focused on the shortened, six-item version of the turnover intention scale. The study design was based on a census-based sample ($n = 2429$) of employees in an information, communication, and technology (ICT) sector company ($N = 23,134$) where the TIS-6 was used as one of the criterion variables. The leavers (those who left the company) in this sample were compared with the stayers (those who remained in the employ of the company) in this sample with respect to different variables used in the study (Bothma & Roodt, 2013). The study results showed that the TIS-6 could reliably measure turnover intentions ($\alpha = 0.80$). Therefore, the TIS-6 could significantly distinguish between those planning to leave and those planning to stay (actual turnover), confirming its criterion-predictive validity.

Researchers often need to find more consistent cases of missing data. Data is necessary to maintain the statistical power and reliability of the results (Newman, 2014). Researchers have identified many approaches for addressing discrepant cases. The two standard methods of addressing missing data in multiple regression analysis are Listwise deletion (also known as complete-case analysis) and Pairwise deletion (also known as

available-case analysis) (Newman, 2014). To address missing data, I used Listwise deletion. Listwise deletion discards the data for any case that has one or more missing values (Baraldi & Enders, 2010). Listwise deletion can produce a standard set of possibilities for all analyses. The disadvantage of Listwise deletion is that it requires Missing Completely at Random (MCAR) data and can make distorted parameter estimates when the assumption does not hold (Baraldi & Enders, 2010). Pairwise deletion mitigates data loss by eliminating cases on an analysis-by-analysis basis (Newman, 2014). Consistent with Likewise deletion, the disadvantage of Pairwise deletion is that it requires MCAR data and can produce distorted parameter estimates when the assumption does not hold (Baraldi & Enders, 2010). However, Pairwise deletion also has many unique problems. For example, using different subsets of cases poses subtle problems with measures of association. Data was screened for accuracy, missing data, and outliers. The presence of outliers was tested by the examination of standardized values. Standardized values represent the number of standard deviations the value is from the mean. Values greater than 3.29 will be outliers and removed from the data set (Yang et al., 2019). Cases with missing data will be examined for non-random patterns. Participants who did not complete major sections of the survey were excluded.

Transition and Summary

In this section, I described the purpose of this study along with the role of the researcher to continue to guide the research of this study. I explained the design and subsequent management and analysis of the collected data, along with any potential benefits and risks of participation. The chosen research approach was quantitative, which

I used to gather primary data. Correlation and regression analysis will be used to analyze the collected data. I included a discussion of the reliability and validity of the instruments used in the study and the nature of their use. Through the research technique, the results answer the study's question, which gives an understanding of the relationship between transformational leadership and nurses' intention to leave. The analysis was critical in nursing leadership since it helps generalize the findings and their impact on the nurse population. Additionally, the study and its conclusions are crucial since they allow the investigator to share a different perspective on the relationship in the topic. Section 3 will provide information relevant to the research procedures, descriptive and inferential statistical results of the data collection, and the data analysis.

Section 3: Application to Professional Practice and Implications for Change

Introduction

Within the United States, hospital organizations are challenged with increased nursing turnover. One of the core reasons for nursing turnover is the lack of transformational leaders in a large healthcare organization (Manoppo, 2020). The purpose of the proposed quantitative correlational study was to examine the relationship between nurse managers' leadership styles on the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration with nurses' intention to leave. The results indicated that only employee perceptions of their leader's intellectual stimulation predicted employees' intention to leave. Idealized behaviors, inspirational motivation, and individualized consideration did not significantly predict employees' intention to leave.

Presentation of the Findings

The MLQ is a validated inventory, and the following confirmatory reliability statistics (Cronbach's alpha) were computed as shown in Table 1.

Table 1*Reliability Statistics*

Independent Variable	Cronbach's Alpha	N of Items
Idealized influence	.902	3
Inspirational Motivation	.840	3
Intellectual Stimulation	.937	3
Individualized Consideration	.824	3

The independent variables exceeded the accepted threshold of 0.7 and they exhibited a strong degree of reliability as shown in Table 1.

Descriptive Statistics

The following descriptive statistics were used in the calculations of the results.

Table 2*Descriptive Statistics*

Variable	<i>M</i>	<i>SD</i>
Idealized influence	8.38	3.132
Inspirational motivation	7.61	3.211
Intellectual stimulation	7.55	3.572
Individualized consideration	7.66	3.291
TIS	17.77	5.206

The next stage of the analysis entails testing the assumptions of multiple regression, including normality, homogeneity of variance, linearity, independence of

residuals and multicollinearity. Results from the normality tests shown in Table 4 indicated that the dependent variable TIS did not depart significantly from normality ($KS = .055, p > .200$). The predictors all significantly departed from normality. This departure prompted me to test for normality for all the four scales.

Table 3

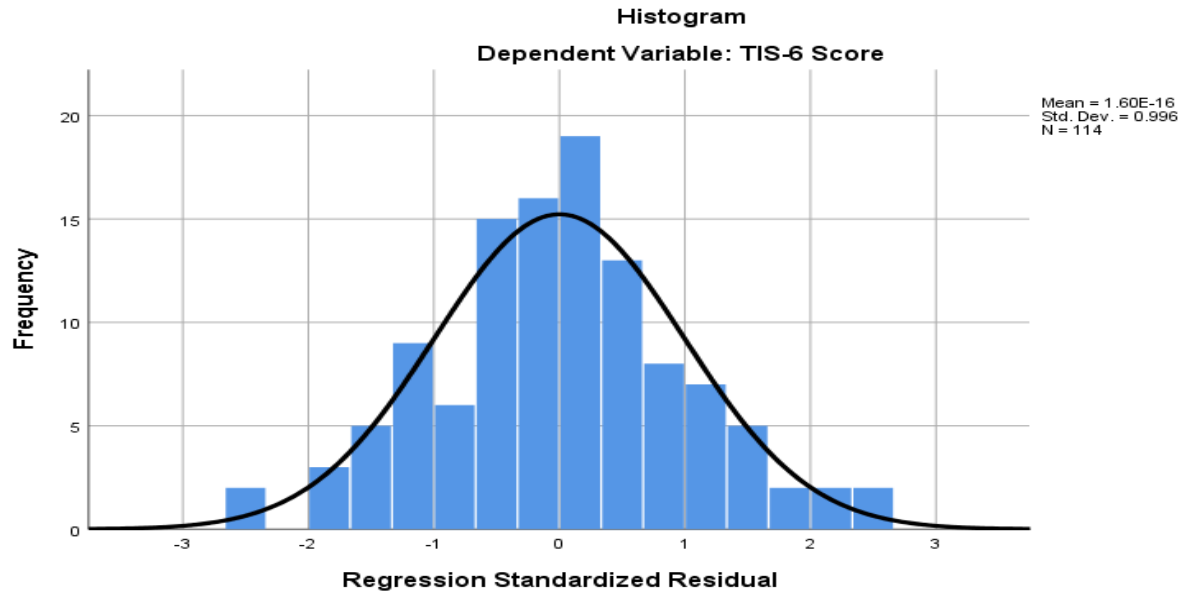
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilks		
	Statistic	df	sig.	Statistic	df	sig.
TIS-6 Score	.055	114	.200*	.989	114	.499
Idealized influence	.139	114	.000	.911	114	.000
Inspirational motivation	.114	114	.001	.938	114	.000
Intellectual stimulation	.140	114	.000	.921	114	.000
Individualized consideration	.139	114	.000	.940	114	.000

*. This was a lower bound of the true significance.

a. Lilliefors Significance Correction

From the histogram of residuals in Figure 4, all assumptions of normality were met because the graph was bell-shaped and symmetric about the mean (Ghasemi & Zahediasl, 2012).

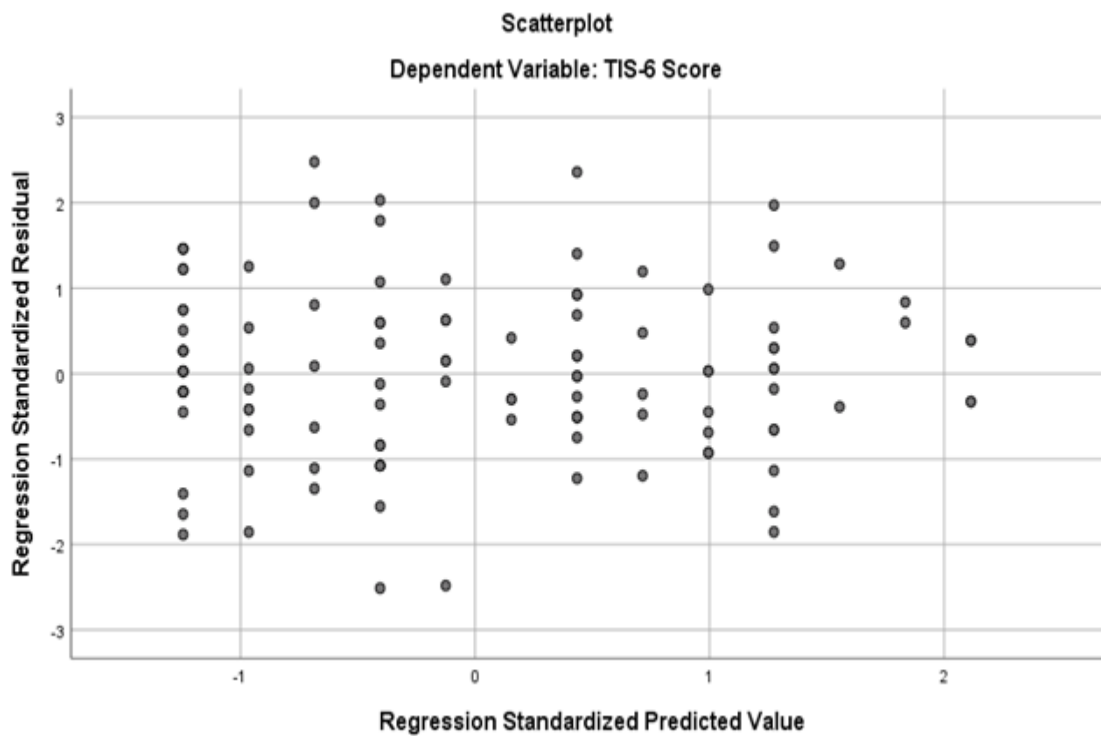
Figure 4*Histogram of Residuals*

From the plot of residuals versus predicted values in Figure 5, the assumptions of the linear regression model were met. The following multiple linear regression model needed to be estimated to understand the relationship among the variables idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

$$\text{Turnover Intention} = \beta_0 + \beta_1 * \text{individualized consideration} + \beta_2 * \text{inspirational motivation} + \beta_3 * \text{intellectual stimulation} + \varepsilon$$

Figure 5

Plot of Residuals versus Predicted Values



Multicollinearity results from the Correlations Matrix shown in Table 5 below indicated that idealized influence and intellectual stimulation were highly correlated (e.g., .857).

This indicated that the assumption for multicollinearity was violated.

Table 4*Correlations Matrix*

		Idealized Influence	Individualized Consideration	Inspirational Motivation	Intellectual Stimulation
Idealized Influence	Pearson	1	.705**	.803**	.857**
	Correlation				
	Sig. (2-tailed)		<.001	<.001	<.001
	N	114	114	114	114
Individualized Consideration	Pearson	.705**	1	.771**	.749**
	Correlation				
	Sig. (2-tailed)	<.001		<.001	<.001
	N	114	114	114	114
Inspirational Motivation	Pearson	.803**	.771**	1	.832**
	Correlation				
	Sig. (2-tailed)	<.001	<.001		<.001
	N	114	114	114	114
Intellectual Stimulation	Pearson	.857**	.749**	.832**	1
	Correlation				
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	114	114	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

Addressing Multicollinearity with Bivariate Analysis

A determination of which of the two variables to retain in the model was conducted using bivariate analysis. Two multiple regression tests were conducted, model one with idealized influence removed and model two with intellectual stimulation removed. Both models were statistically significant, however Model 1 removing idealized influence depicted a slightly higher R^2 value (.379) than Model 2 (.373). Therefore, idealized influence was removed leaving three independent variables Intellectual Stimulation, Individualized Consideration and Inspirational Motivation for the Multiple Regression Analysis.

Table 5*Model 1. Regression Model with Idealized Influence Removed*

Variable	<i>B</i>	<i>SE B</i>	95% CI	<i>B</i>	<i>t</i>	<i>p</i>
Constant	25.17	1.051	[23.091, 27.257]	-	23.95	<.001
Individualized Consideration	-.009	.196	[-.397, .380]	-.005	-.044	.965
Inspirational Motivation	-.398	.240	[-.874, .077]	-.246	-1.661	.100
Intellectual Stimulation	-.570	.207	[-.981, -.159]	-.391	-2.749	.007

Note. $R^2 = .379$, $F(3, 110) = 22.363$, $p < .001$

Table 6*Model 2. Regression Model with Intellectual Stimulation Removed*

Variable	<i>B</i>	<i>SE B</i>	95% CI	<i>B</i>	<i>t</i>	<i>p</i>
Constant	26.293	1.149	[24.017-28.569]	-	22.891	<.001
Individualized Consideration	-.062	.193	[-.444-.319]	-.040	-.324	.746
Inspirational Motivation	-.455	.235	[-.921-.010]	-.281	-1.939	.055
Idealized Influence	-.547	.216	[-.975--.118]	-.329	-2.526	.013

Note. $R^2 = .373$, $F(3, 110) = 21.773$, $p < .001$

Multiple Regression Results

I used multiple linear regression (MLS) to measure the relationship between the three independent variables and one dependent variable. The independent variables in this study were inspirational motivation, intellectual stimulation, and individualized consideration. The dependent variable was the nurses' intention to leave. Preliminary data analyses were conducted, and the assumption of multicollinearity was violated; idealized influence and intellectual stimulation were highly correlated ($r = .857$). Therefore, the idealized influence variable was removed from the model, resulting in a model comprised of three predictors instead of four. The results of the multiple linear regression analysis were significant, $F(3, 110) = 22.363, p < .001, R^2 = .38$. The R^2 value indicated that 38% of the variance in nurses' intent to leave is accounted for by the model. In the final model, intellectual stimulation emerged as the only significant contributor ($p = .007, \beta = -.570$), indicating that a one-unit increase in intellectual stimulation would decrease the intent to leave by .6. Table 5 depicts the regression summary.

In summary, the results of the multiple linear regression analysis were significant, $F(3, 110) = 22.363, p < .001, R^2 = .38$. In the final model, intellectual stimulation emerged as the only significant contributor ($p = .007, \beta = -.570$), indicating that a one unit increase in intellectual stimulation would decrease the intent to leave by .6. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted.

The finding that there was a statistically significant relationship between the nurses' perceptions of their manager's intellectual stimulation and the nurses' intention to leave confirmed several existing studies. Research findings by Failla et al. (2021) indicating that transformational leaders provide a work environment that promotes intellectual stimulation supported the current study's findings. According to Wu et al. (2020), transformational leaders stimulate future leaders to be innovative and approach old situations with new methods and perspectives. Findings by Wei et al. (2020) suggesting that transformational leaders promote nurse engagement, reduce burnout, and minimize the intention to leave also bolstered the current study's findings. The current study's findings supported the sentiments of Failla et al. (2021), who noted that transformational leaders foster a culture of innovation and creativity in the workplace that supports nurses and makes them less likely to have an intention to leave. Research results by B. P. Khan et al. (2018) indicating that transformational leadership significantly reduces nurses' intention to leave corroborated the current study's findings. Findings by Singh et al. (2020) emphasizing the need for increased intellectual stimulation to encourage nurses to think critically and creatively and foster a sense of empowerment supported the current study's findings. Nurse managers exhibiting and applying intellectual stimulation skills can reduce nurses' intention to leave through engagement, burnout reduction, and a sense of empowerment.

The finding that there was no statistically significant relationship between nurses' perceptions of their manager's individualized consideration and nurses' intention to leave, $p=.965$ disagreed with the findings of several existing studies. The current study's

findings did not support research findings by Lacap (2019), who noted that workers who expressed a need for personal attention from their managers reduced their intention to leave. Research findings by Kwon et al. (2019), who supported the need for individual consideration through emotional support to improve employee engagement and job satisfaction as well as reduce the intention to leave, did not align with the results of the current study. Engelbrecht and Samuel's (2019) findings that offering organizational support by building emotional commitment to employees reduced turnover intentions did not support the current study's results. The findings of the current study also did not support the results by Collins et al. (2020), who found that individualized consideration by administrators in the nursing profession increased motivation and minimized the intention to stay. Individualized consideration is an important factor in nurse retention as nurses are likely to feel valued.

Another researcher whose findings did not align with the current study's results was Labrague et al. (2020), who showed that a leader's influence on employees was attributed to the leader's ability to help followers attain their full potential through considered professional needs. Dahshan et al. (2017) indicated that employee motivation was high when transformational leaders offered individualized attention to workers' expertise development, which did not agree with the current study's findings.

Individualized consideration from managers can bolster nurses' intention to stay because they feel that they can fulfill their potential.

The finding that there was no statistically significant relationship between nurses' perceptions of their manager's inspirational motivation and nurses' intention to leave,

$p=.100$ did not support existing literature. Research findings by I. U. Khan et al. (2022) indicated that inspirational motivation played a big role in encouraging followers to go past their perceived limitations, strive for higher levels of achievement, and ignite a sense of purpose among employees, which contradicted the current study's findings. The results of the current study also disagreed with the findings by Kishen et al. (2020), who supported the positive impact of inspirational motivation in fostering a positive work environment full of high commitment and performance. Research findings by Pearson (2020) showing that transformational leaders who exhibit inspirational motivation qualities can create a positive work environment that fosters job satisfaction and loyalty among nurses did not agree with the current study's findings. Most existing studies suggested that inspirational motivation was an important characteristic among nurse managers that reduces nurses' intention to leave.

In light of the transformational leadership theory that guided this study, the results obtained were largely unexpected. The transformational theory states that leaders influence their followers by serving as role models in four key dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Siangchokyoo et al., 2020). Idealized influence is the leader's potential to act as a role model to the followers by constantly engaging them in activities and communication (Reinhardt et al., 2022). Inspirational motivation is the leader's ability to articulate a compelling vision to followers (I. U. Khan et al., 2022). Intellectual stimulation is the leader's ability to inspire and motivate followers via a clear vision and admirable goals (Siangchokyoo et al., 2020). Individualized consideration refers to the

ability of a leader to tailor their leadership approach to suit the specific requirements of every follower (Asbari et al., 2020; Kehr et al., 2023). I expected that each of the four dimensions would have a direct correlation with nurses' intention to leave. However, only intellectual stimulation was found to have a statistically significant correlation with nurses' intention to stay in this study. Individualized consideration and inspirational motivation were found to have no statistically significant correlation with nurses' intention to leave. This unexpected finding can be attributed to the unique characteristics of the subjects used in this study, especially due to the non-probabilistic convenience sampling technique used to recruit participants from LinkedIn.

Applications to Professional Practice

The study's results apply to the nursing profession in various ways. The results of this study indicate that intellectual stimulation has a statistically significant correlation with nurses' intention to stay. Managers can use their intellectual stimulation qualities to motivate their nurses to strive for higher performance and better patient outcomes. Leaders who possess intellectual stimulation skills actively challenge their followers to think critically and creatively (Siangchokyoo et al., 2020). This climate of intellectual curiosity and creativity can inspire nurses to think critically about their challenges, propose novel solutions, and in that process expand their knowledge, skills, and capacities. The result of such a climate is improved team performance among nurses and a career that is geared towards self-improvement (Sinclair et al., 2021). Ultimately, the likelihood of leaving work among nurses can drastically decline given such a conducive working environment that fosters creative problem-solving. Nurse managers should

actively employ intellectual stimulation to promote cognitive analysis of the challenges at the nursing workplace and motivate nurses to resolve such problems more creatively and effectively.

Implications for Social Change

The results of this study indicate that there is a statistically significant relationship between the nurses' perceptions of their manager's intellectual stimulation and the nurses' intention to leave their jobs. This implies that having nurse managers who possess and practice the attribute of intellectual stimulation is beneficial to healthcare institutions as they can retain their most skilled professionals. Nurses who are free to be creative in their work environment remain motivated and productive (Rindu et al., 2020). Such a workforce will keep improving patient outcomes and lead to overall societal satisfaction with the quality of healthcare received (Peng et al., 2021). The nurses also remain satisfied with their work (Pearson, 2020).

When nurses' turnover intention is minimized, the costs related to recruiting, hiring, and training of new nurses will also be low (Tian et al., 2020). Such cost savings can be channeled to other endeavors related to improving healthcare. Hospitals are major business enterprises that need to keep their costs low to be viable and expand (McManus, 2019). Keeping costs low also enhances the quality of care provided at the hospital through investing because new and modern equipment can be purchased and used and they can provide more treatment services (Tian et al., 2020). Such expansion of activities and equipment will ultimately lead to hiring more employees, often from the local community. The result of more hires is a reduction in poverty in the local community

(Wei et al., 2020). Bigger hospitals also require more supplies in terms of food resources, which are sourced from the local community, resulting in an improved economy. These implications for social change highlight the value of implementing strategies that support and empower nurses in their roles so that hospitals and communities can benefit.

Recommendations for Action

The results of this study underscored the need for nurse managers to possess the skills of transformational leadership, particularly intellectual stimulation, to ensure that nurses do not want to seek new jobs. Healthcare stakeholders can pay attention to this finding and take purposeful action that can ensure hospitals, patients, nurses, and overall society benefit. The first step that healthcare stakeholders may take is to ensure that all nursing managers possess and practice the skills of intellectual stimulation, including reading, playing strategy games, and volunteering. The managers may be required to demonstrate their application of intellectual stimulation skills. Some of the ways that the managers can achieve this is by encouraging nurses to think critically and creatively when solving problems in their work environment, engage in cultural activities, and taking part in “do it yourself” projects and tasks.

The second step that healthcare stakeholders may take is to ensure there is an institution-based leadership training program for nurse managers focusing on intellectual stimulation at all hospitals. Such a training environment can help nurture nurse managers’ intellectual stimulation skills. The managers can develop newer ideas for assisting nurses to get the best out of the space given to them to explore their talents and think outside the box.

A last step that healthcare stakeholders may take is to ensure that hospital managers possess the skill set, drive, and resources needed to harness the benefits of intellectual stimulation through activities such as brainstorming and team building. Hospitals can have adequate resources through government and community financing to ensure they maintain the highest standards of training among nurses. The full potential of intellectual stimulation may be realized if nurses and their managers are constantly improving their skills.

Recommendations for Further Research

This study's findings suggested that intellectual stimulation among nurse managers was a direct predictor of nurses' intention to leave. This finding was expected given the transformational leadership theory adopted in this study, which highlighted intellectual stimulation as one of the attributes that transformational managers possess (Wu et al., 2020). However, the finding that there was no relationship between idealized influence, inspirational motivation, and individualized consideration and nurses' intention to leave was unusual. Future research can concentrate on investigating the circumstances under which each of the four key behaviors of transformational leadership are most applicable. Researchers can explore the factors that determine which element of transformational leadership is most effective in a given setting. Investigators may also assess whether the type of employees or nurses in terms of character and disposition influences the most effective transformational leadership style.

The current investigation centered on a quantitative methodology. A quantitative methodology enabled the researcher to determine the relationships that exist between the

four elements of transformational leadership and nurses' intention to leave (Bauer et al., 2021). However, the findings may be further enriched by personal accounts of nurses and nurse managers through qualitative research. Future investigations may consider employing a mixed methods approach to both determine the correlation between transformational leadership elements and nurses' intention to leave and to get an account of what nurses think about the impact of each element of transformational leadership in their jobs.

The current study targeted nurses primarily in the Southeastern region of the United States. The results obtained cannot be generalizable to other regions of the United States and beyond because the Southeastern region's population is unrepresentative of the general United States population. Thus, the results may only be valid for a small subset of the general population and invalid for the rest of the United States. Future researchers could consider expanding their study area to all regions of the United States to obtain a representative sample of the general population and hence unilaterally valid results for the entire country. Such findings may be applicable to the general healthcare policy of the United States.

This study was limited to hospital settings. Nurses in other healthcare settings, including in-home nursing, nursing homes, and other facilities other than regular hospitals, were not represented in the sample. The results obtained were therefore not applicable to settings outside the hospital setting, even within the Southeastern region of the United States. In future investigations, researchers could incorporate nurses from

more settings and institutions, including homecare and nursing homes, to ensure that the results obtained apply to the general population of nurses.

Data collection in this study was conducted in an electronic format through LinkedIn. Nurses without immediate access to such technology could have been left out of the study. Future researchers can incorporate more data collection sources, including one-on-one interviews and focus groups so that nurses who may not know how to use the technology and nurses with limited access to technology can be part of the sample.

Reflections

The Doctor of Business Administration (DBA) journey has been full of challenges and rewards. First, it is crucial to note that my field up until this point was nursing. I have a bachelor's and master's degree in nursing from the universities of Oklahoma and Central Florida, respectively. This implies that the intellectual and career paths have been fairly straight forward for the past 2 decades. I am used to the same concepts, problems, and solutions for the vast part of my educational journey. The DBA journey has been a substantial change that came with its unique set of challenges and opportunities for self-improvement. The doctorate study research process has been full of much-needed lessons in data collection, statistical analysis, and reporting. However, the biggest lesson has been the value of adhering to the data and letting all conclusions flow from the data.

The other important lesson relates to preconceived biases. Due to research undertaken during the literature review process, I acquired knowledge about transformational leadership that threatened to influence the conduct of the study at every

step. More specifically, I anticipated that the four key elements of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, would predict nurses' intention to leave. I had to constantly prevent this acquired knowledge from influencing the data collection and analysis process by setting it aside. I had to mitigate preconceived biases during research. The biggest lesson has thus been on authenticity and being guided by the data regardless of expectations.

Overall, the DBA process has provided opportunities for me to improve both personally and professionally. The work involved during data collection, analysis, and reporting, has instilled the values of professionalism and non-biasedness. The length of time invested in the doctorate study has strengthened my patience, resolve, and commitment. Teamwork, both with professors and peers, has taught me the value of collaboration and brainstorming for the success of employees and businesses.

Conclusion

This section concludes this study by reiterating the value of transformational leadership's key behavior of intellectual stimulation in retaining nurses. Nurses deserve a conducive working environment where they are free to make the most ideal decisions based on their better judgment. The modern hospital setting requires proactive workers who can devise more refined ways of addressing new challenges in light of emerging threats like the recent COVID-19 pandemic. Nurse managers need to be trained on ways of tapping their employees' creative potential through training courses and seminars. The government and all relevant healthcare stakeholders can also improve the services

provided to patients by ensuring that nurses and hospitals are adequately resourced to meet the demands of the modern hospital environment.

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Appendix A: Permission to Use Multifactor Leadership Questionnaire (MLQ)

For use by Natasha Thomas only. Received from Mind Garden, Inc. on April 30, 2024

Permission Letter



www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Multifactor Leadership Questionnaire

The license holder has permission to administer the complete instrument in their research, however, only three sample items from this instrument as specified below may be included in the research write-up, thesis, or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below.

Sample Items:

As a leader

- I talk optimistically about the future.
- I spend time teaching and coaching.
- I avoid making decisions.

The person I am rating....

- Talks optimistically about the future.
- Spends time teaching and coaching.
- Avoids making decisions

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Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com

Appendix B: Original Turnover Intention Scale

10/20/23, 5:57 PM

Mail - Natasha Thomas - Outlook

RE: Permission For Use of Instrument

roodtg8@gmail.com <roodtg8@gmail.com>

Thu 10/5/2023 6:04 AM

To: Natasha Thomas <natasha.thomas4@waldenu.edu>

1 attachments (59 KB)

Turnover intentions questionnaire - v4.doc;

Dear Natasha

You are welcome to use the TIS-6 for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. The TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes (other than for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the SA Journal of Human Resource Management (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored) for the TIS-6. Please note that there are items that need to be reverse scored for the TIS-15 (indicated by an R before the item number).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade 12) tertiary school qualification tend to understand the items better and consequently a uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Gert

Prof Gert Roodt

From: Natasha Thomas <natasha.thomas4@waldenu.edu>

Sent: Wednesday, 04 October 2023 23:23

To: grootd@uj.ac.za

Subject: Permission For Use of Instrument

CAUTION: This email originated from **outside** of the University of Johannesburg. **DO NOT** open any content (links and attachments) if the sender is unknown.

Good evening,

I am a student at Walden University and I am working on my dissertation on transformational leadership and nurse's intention to leave. One of the instruments I would like to use is your Turnover Intention Scale-6. May I have permission to use your scale and provide a copy of it in my dissertation?

Appendix C: Research Participation Consent Form

You are invited to take part in a research study about transformational leadership and nurses' intention to stay at their organization. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part.

This study seeks 74 volunteers who are:

- Registered Nurse
- Work full time at a health care organization within the United States
- Been a nurse for at least two years
- Report to a nurse manager

This study is being conducted by a researcher named Natasha Thomas, who is a Doctorate student at Walden University.

Study Purpose:

The purpose of this study is to determine if transformational leaders have a direct impact on turnover of nursing staff.

Procedures:

This study will involve you completing the following steps:

- Complete an anonymous survey, the time will take 20 minutes

Here are some sample questions:

- I often think about quitting my job.
- I am seriously considering leaving this organization.
- I am actively searching for a job elsewhere.

- Your leader goes beyond self-interest for the good of the group
- Your leader considers the moral and ethical consequences of the decisions
- Your leader talks optimistically about the future

Voluntary Nature of the Study:

Research should only be done with those who freely volunteer. So, everyone involved will respect your decision to join or not.

If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study could involve some risk of the minor discomforts that can be encountered in daily life such as sharing sensitive information. With the protections in place, this study would pose minimal risk to your wellbeing.

This study offers to individual volunteers. The aim of this study is to benefit society by decreasing nurse turnover. Once the analysis is complete, the researcher will share the overall results via email.

Payment: \$0

Privacy:

The researcher is required to protect your privacy. Your identity will be kept anonymous within the limits of the law. The researcher will not ask for you name at any time or link your response to you contact information. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. If the

researcher were to share this dataset with another researcher in the future, the dataset would contain no identifiers so this would not involve another round of obtaining informed consent. Data will be kept secure by password protection and stored on an encrypted external USB. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You can ask questions of the researcher by natasha.thomas4@waldenu.edu. If you want to talk privately about your rights as a participant or any negative parts of the study, you can call Walden University's Research Participant Advocate at 612-312-1210. Walden University's approval number for this study is 03-15-24-1008909 It expires on March 14, 2025.

You might wish to retain this consent form for your records. You may ask the researcher or Walden University for a copy at any time using the contact info above.

Obtaining Your Consent

If you feel you understand the study and wish to volunteer, please indicate your consent by replying to this email the words "I consent".