

Impact of Nursing Leadership Style on Work Commitment and Intention to Stay Among Nurses

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Abstract

Background: *Health care organization considered as complex and large organization. Health care organization performance depends on knowledge, skill and human resource performance. The aim of the every health care organization is to provide high quality care, cost efficient care to our patient. This ambition is not accomplished without the participation of nursing staff. Nurses are the back born of every health care organization although, their work extremely complicated (Hellerawa & De Alwis, 2015). Nurse manager is one of the person who is responsible to manage the all departmental activities. Nurse Manager Use the different leadership style for manages the all department, their activities and staff as a leader.*

Aim: *The aim of this study to examined the impact of nurse manager leadership style on the nurses work commitment and intent to stay among nurses.*

Method: *This was descriptive correlation study that was conducted in Jinnah hospital, Lahore. The selected sample size was 137 registered nurses that were working in medical, surgical and*

intensive care unit. Convenient sampling techniques was used .questionnaire was adopted as per liker scale .It was used to determine the influence of leadership style on work commitment and intention to stay among nurses in Punjab, Pakistan.

Results: *The finding of this study illustrated that nurse manger prefers the transformation leadership styles. Transformation leader's offers purpose and more focuses on the higher fundamental need of employees. These leaders guided to employee and motivate them to use their abilities in best way. The result showed that transformations leadership style has positive correlated with the work commitment and intention to stay because the P value is .001, which is significant (< 0.05). Transaction and passive avoidant leadership style negatively influenced on the staff nurses work commitment and intention to stay*

Conclusion: *Transformations leadership is best leadership style that positively impact on the staff nurses behaviors. In health care setting, it is essential that nurse manage develop that leadership style which has be proven and effective implementation of positive nurses behavior. It's make nurses more committed with work and intent to stay.*

Keywords: leadership style, nurse manager, intention to stay, work commitment

INTRODUCTION:

Nurse Manager Play's variety of role which are administrating the department like a leader, teacher, counselor etc. Nurse Manager use the different strategies and leadership style for manage the department as a leader. Leadership leads the employee by influencing and motivating to achieve the desire outcomes. Nurse manger style makes the nurses more committed with their work and organization. Effective Leadership styles makes the employees more creative,

satisfaction with job ,work commitment and intention to stay (Al-Daibat, 2017).

The most of time Nurses feel dissatisfaction with the nursing profession due to extra time, extra work and increase burnout. They do not satisfy with their job, nurse manager and organization. It affected on their work performance and retention to stay. At this time effective leadership style provide good and favorable environment to nurses that become more satisfy with their job and profession. This leads to nurses more committed with their work, intention to stay increased. Numerous studies reveled in Pakistan that showed the overload work, colleagues' attitude and shortage of staff that causes the dissatisfaction, among nurses. In addition inadequate nurse manager leadership styles are the variously impact on the intention of stay (Naseem, Afzal, Sehar, & Gilani, 2018).

The leadership style considered vital role in staff intent to stay. It provided the supported work values to help reduced the employee turnover intention. The manager can promote the friendly and loyalty relationship among employee. Friendly working environment improve the employee productivity and efficiency and significantly reduced the tuner over rate (Maaitah, 2018).

Foremost the transformational leadership styles in which leaders motivate and inspire employee to achieve the organizational goals. Transformational leaders style most effective model of management in health care system. They talk optimistically about future. The transformational leaders spend the more time in teaching and coaching to our employees

This study pointed out that Transformational leadership style has been increasingly a preferred style of leadership in the nursing. This leadership style gave the mission, vision and awareness of any organization, which make the high level of capability (Assaf, Al Qudah, & Bashayreh, 2016).

Another leadership style used in this study the transactional leadership. Transactional leaders focus on the task completion, employee compliance, rewards and punishment that influence on the employee performance. Transactional leadership also motivates to followers to complete the responsibilities in more systematic way. Transaction leaders actively monitor the work of followers; observe the rules and standards are following (Shah & Hamid, 2015).

Passive avoidant leadership style means absence of effective leadership. The passive avoidant leader avoids making the decision, refuses to do intervene and delay responses to the employees on their urgent questions. Passive avoidant leadership style had significant and negative impact on the staff nurses work commitment and intention to stay. Finding of this study supported the importance of leader's communication with nurses. Lack of communication and feedback from the nurse manager resulted in decrease nurses commitment with their work, intention of stay (J. Manning, 2016).

PROBLEM STATEMENT:

Nurse Manager Play a vital role in the hospital and their leadership style has significant effects on the nurse outcomes. Nurse Manager not only managing the unit but also serves to the staff as a supportive leader. Nurses are directly involved in delivery of care. Nurses feel the dissatisfied due to over burden of work, financial insufficiency and shortage of staff. They all impact on the nurse's work commitment. They want to leave the job. In these circumstances, they need guidance and supportive leadership. The effective leadership style of nurse manger will help to overcome nurses' issue. Therefore, it is need of the time to examined the leadership style of nurses manager that positively and significantly impact on the nurses work commitment and intention to stay.

OBJECTIVE OF THIS STUDY:

To find out the leadership style more influence on intention to stay.

To assess the leadership style impact on work commitment.

HYPOTHESIS

Null hypothesis (H₀):

Leadership style may not have influence on intention to stay and work commitment among registered nurses

Alternative hypothesis (H₁):

Leadership style may have influence on intention to stay and work commitment among registered nurses.

PURPOSE OF STUDY:

The purpose of this study to examine the impact of nurse manager leadership style on the nurses work commitment and intention to stay among nurses.

THEORETICAL FRAMEWORK:

In this study full leadership model was used which was early proposed by Burns in 1978. This model tested by various researcher. In 1985 Bass, future extended this theory and give helpful model for nursing leadership. This model describes three styles of leadership transformational, transactional and passive avoidant style (Bodla & Nawaz, 2010).

Theoretical model shows effectiveness and ineffectiveness of leadership styles either transformational, transactional and passive avoidant leadership styles on work commitment and intention to stay of registered nurses.

Transformational leadership has four dimensions. It provides the best coaching and mentoring at appropriate time. Transformation leader inspires the followers and makes them

committed with their work and also has positive predictor of staff intention. In this study transformational leadership style most effective leadership style.

Transaction leadership style less focused on the employees' emotion and inspiration than the transformational leadership. Transaction leadership consists of three main factors contingent reward, management by exception-active and management by exception-passive.

Passive avoidant leadership uses the hand off approach. It has negative effects on the employee and their performance. They are not committed with their work. Likewise, passive avoidant leaders have lack of communication with the employees that negatively and ineffective leadership style

LITERATURE REVIEW:

Leadership considered very significant for any organization. The leaders' behavior is considered responsible for improving and running the organization. Leadership and styles provide to help in planning the organization orientation for future. Leader's behavior and their practices affected on the subordinate to achieve the goal. Thus, leaders' behavior mostly influenced on the followers' performance (Maaitah, 2018).

Transformational leadership style created a deep internal desire in the nurses for motivation that is not sustained through transaction leadership. The transformational leadership style results indicate that nurses performance and confidence level raised through the support of leaders. It clearly indicated that this style had notable implication for followers and organization performance (Maaitah, 2018).

Transformational leadership and work commitment were positively correlated. The study noted in Jordanian "The relationship between transformation leadership style and employee commitment with work". This study showed the

transformational leadership had significant association to organization work commitment. Moreover, the result suggested that subordinate satisfaction correlated with supervisor leadership style. This satisfaction positively influenced on the employee commitment with work. The p value $<.05$ showed that employee significantly commitment with work was dependent on the transformation leadership style (Assaf et al., 2016)

The aim of the study to explore the transformation effects on the intention to stay. Intent to stay was one dependent variable, used to promote employee development in organization for long-term plan. The result showed that mean and SD of transformation leadership is 3.270 and 0.923, tuner over intention mean of 4.324 and standard deviation was 1.120, that indicated respondents slant towards reasonably accepted. They founded that transformational leadership and intention to stay have positive relationship (Maaitah, 2018).

The study conducted by Mansur Al-Yami revealed that examine the effects of nurse manager leadership style on the staff nurse's organization commitment. Transaction leadership had strongly influenced on the staff nurses behaviors and made them commitment with work .It particular evident is the relationship between contingent rewards and commitment to stay($r = .409$, $p < .01$ and $.355$, $p < .01$, respectively) but, on the other side management by exception passive were found negative correlation with commitment to stay (AlYami, Galdas, & Watson, 2018).

Moreover study conducted in south west Nigeria presented the relationship between the transaction leadership and staff nurses intend to stay. The study showed that positive connection between contingent reward and intent to stay. A result showed that 0.05 or 5% level of significance and P values (<0.005).The study indicated that although transaction leadership dimension contingent reward has positive

correlation but weak relationship with the job satisfactions and intent to stay (Ohunakin, Adeniji, & Akintayo, 2016).

Likewise, the study conducted in Saudi Arabia, to examine the influence of nurse manager leadership style on staff nurses work commitment with organization. The result showed that PA leadership style and staff nurses commitment with work were negatively correlated ($r = -.240$, $p < .01$ and $-.240$, $p < .01$, respectively). Both values showed that PA leadership style have negatively correlated with the nurse commitment with work and organization (AlYami et al., 2018).

The study conducted on the role of leadership style on turnover intention. The mean as well as standard deviation for independent variables (PA leadership) was 3.292 and 0.831. For the dependent variable turnover intention it shown mean of 4.34 and standard deviation of 1.120.

The study of the result showed that passive avoidant leadership style was negatively and significantly related to the turnover intention (Maaitah, 2018).

METHODOLOGY:

The descriptive correlation study design was used in this study. Intention to stay questionnaire was consist of six items used for rate the nurse's intention to stay in current hospital. Seventeen items was used to measure the nurses work commitment with the organization and multifactorial leadership questionnaire was used to measure the effectiveness of nurse manager leadership style. Convenient sampling method was used in this study and questionnaire distributed in 137 nurses at Jinnah hospital Lahore, Pakistan. Male nurse and head nurses were excluded from this study. The data analyzed by using the SPSS (statistical package of social sciences) version 21.

RESULTS:

This chapter consists on the four portions. First portion gives analysis regarding the demographic. It gives detail of six demographic questions. Second portion present the normal distribution of data through check the skewness and kurtosis values. Third portion gives the reliability analysis. Last portion presents, Descriptive analysis was used for three variables. one was independent variable(leadership styles) and two were dependent variable(work commitment and intention to stay).It tell about the leadership style impact on intention to stay and work commit me. Its also present the correlation between leadership style, intention to stay and work commitment.

Study of the result showed that passive avoidant leadership style was negatively and significantly related to the turnover intention (Maaitah, 2018).

SN			Frequency	Percentage
1	Gender:	Female	137	100%
		20-29 Years	63	46.0%
2	Age	30-39 Years	53	38.7%
		40-49 year	21	15.3%
3	Current position	Charge Nurse	126	92.0%
		Others	11	8.0%
4	Education level	Diploma in nursing	94	68.6%
		Post RN-BSN	10	7.3%
		Others	33	24.1%
5	Nurses speciality area	Medical Unit	5	3.6%
		Surgery Unit	84	61.3%
		Cardiac Unit	32	23.4%
		Intensive Care	16	11.7%
6	How long to stay in work place	Year 0-1	44	32.1%
		year>1-5	51	37.2%
		years>5-10	16	11.7%
		years>10-15	11	8.05%
		years>15-20	15	10.9%

The table #1 presented that total 137 female nurses participated in this study that are working in Jinnah

government hospital Lahore. Majority of nurses were working as a charge nurse and 63% nurses were comes on the 20 to 29 years age category. The majority of nurses have diploma in nursing and they were working in surgical unit. The only 10.9%of nurses that have working on the same place from 15 to 20 years.

Dependent variable and independent Correlational analysis:

Bivariate analysis examined the correlation testing between the independent variable and dependent by use the SPSS.

Transformation leadership correlation with work commitment:

Table #1

		Transformation	Work commitment
Transformation	Pearson Correlation	1	.280**
	Sig. (2-tailed)		.001
	N	137	137

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

Above table shows that transformation leadership style has highly correlated with the work commitment because the P value is .001, which is significant (< 0.05).

Transformation leadership correlation with intention to stay:

Table #1.1

		Transformation	Intention to stay
Transformation	Pearson Correlation	1	.245**
	Sig. (2-tailed)		.004
	N	137	137

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

Transformation leadership highly correlates with the intention to stay. Correlation is significant because the P value is .004, which is significant (< 0.05).

Transaction leadership style correlation with intention to stay

Table#1.2

		Transaction	Intention to stay
Transaction	Pearson Correlation	1	.037
	Sig. (2-tailed)		.664
	N	137	137

Table#1.2 shows that Transaction leadership style of nurse manager was not significant predictor of staff nurse intention to stay because, the p value is >0.05 that is non-significant.

Transaction leadership style correlation with work commitment:

Table#1.3

		Transaction	Work commitment
Transaction	Pearson Correlation	1	.121
	Sig. (2-tailed)		.157
	N	137	137

Table #1.3 gives the analysis that transaction leadership style was not significant variable of staff work commitment. The non significant value is .157 because, the p value is >0.05 .

Passive avoidant leadership correlation with intention to stay:

Table#1.4

		Passive avoidant	Intention to stay
Passive avoidant	Pearson Correlation	1	.126
	Sig. (2-tailed)		.143
	N	137	137

Table#1.4 shows that passive-avoidant leadership style has weak correlation with the intention to stay because the p value is .143 that is > 0.05 .

Passive avoidant leadership correlation with work commitment:

Table#1.5

	Passive avoidant	Work commitment
Pearson Correlation	1	.158
Passive avoidant Sig. (2-tailed)		.066
N	137	137

Above table shows, Passive avoidant leadership style was not significant variable of staff work commitment because the p value is .066 that is >0.05.

DISCUSSION

The purpose of this study was to assess the impact of nursing leadership style on work commitment and intention to stay among nurses. The analysis of this descriptive Correlational study has provided the best leadership characteristics of nurse manager that influenced on the staff nurses intention to stay and work commitment. The current study showed that age of participants was 20 to 49 years old. The all participants of this study was female nurses. The majority of nurses was working on the position of 126(92.0%) charge nurse. Their professional qualification 94(68.6%) have the diploma of nursing,10(7.3%) have a degree like POST RN/BSCN and only 33(24.1%) have the specialization courses. The most of nurses were working in surgical unit84(61.3%).only 5(3.6%) nurses specialty area was medical unit. regarding their worked experience 51(37.2%)have maximum working experience was > 1 to 5 years and the minimum working experience was >15to 20 years 15(10.9%).

The research study conducted founded that 200(85%) participants was female the age group between 20- 30 years old. 101(23%) of participants have diploma in nursing, 131(56%) have bachelor degree and 2((9%) have master degree.10 (53%)

participants have 1 to 5 years' experience, six(31%) for 6- 10 years and three(16%) for 11- 15 years (Perez, 2014).

Transformational leadership style highly correlated with the work commitment and intention to stay. The result of this study indicated, the p value is .001 and .004. Which is significant (<0.05). The finding showed that Transformational leadership have positive correlation with the two variables work commitment and intention to stay. A study concluded that transformational leadership gives a support to the employees and make the staff more committed, more engaged and more satisfied with work. Transformation leaders increased creativity of staff, problem solving and innovation. Transformational leadership improve the positive environment that influence employee behavior and their performance (Perez, 2014).

Another leadership style is transaction leadership that was not significant with the work commitment and intent to stay .The finding showed that p value is more than 0.05 in the intention to stay and work commitment non-significant value .157 that is $P >0.05$. So, the concluded that transaction leadership style was not significant predictor of the staff nurses intention to stay and work commitment. Transaction leadership not improves the employee satisfaction and their performances. The study finding illustrated that Transactional leadership was negatively influenced on the intention to stay. Statistically found that non-significant p .072 relationship between variable of transactional leadership and intention to stay (Keane, 2017). Transactional leadership style had negative and significant influence on staff nurse work engagement (Manning, 2016)

The third one is passive avoidant leadership style, the study finding showed that p value is .143 in intention to stay and work commitment P value is .066 which, was greater the 0.05 .This study concluded that passive avoidant leadership

style have non-significant variable with the intent to stay and work commitment. . The study concluded that passive avoidant leadership considered a non-engaging leadership style. P value.448 showed that was not correlated with work commitment and intention stay(Keane, 2017).

CONCLUSION

This chapter discussed conclusion of this study that Nurse Manager Leadership impact on the staff nurses. Nurse Manager faces many tasks during their management. Nurse manger plays integral role for run the health care organization and their goals. The result of this study concluded that nurse manager leadership style influence on the work commitment and intention to stay. Descriptive correlation design used in this study .This study identified that leadership style significant predictive relationship between nurse manager leadership style factors, staff nurse work commitment and intention to stay. Transformations leadership is best leadership style that positively impact on the staff nurses behaviors. Their behaviors make the nurses more committed with work and increase their intention to stay. Transaction and passive avoidant leadership style negatively influenced on the staff nurses work commitment and intention to stay.

Limitation:

This result of this study showed that the generalized finding is greatly reduced. This study may not generalizable in other geographic location.

Self reported survey use in this study this is the another limitation. The researcher must consider that the participants may report in manner they believe the researcher.

The other potential problem with this self reported survey is that staff nurses provided responses at a single point in time.

Participants may report based on selective and previous memory of their nurse manager.

A descriptive correlational research design is limited that was used in this study. It is important to acknowledge that research design must appropriate answer the research questions and address the study purpose.

Recommendation:

The study finding supported to develop the positive environment between the nurse manger leaders and staff nurses. it has direct implication for the nursing practices. nurse manager should development of the leadership skills. the nurse manger should attend the special leadership class for the development of this skills.in which they should emphasized on the transformation leadership style rather than the transaction and passive avoidant leadership style. the education help the leaders to increase their self awareness, mentorship, assess and increase the professional organization participationthat.it have positive impact on the organizational outcomes, which include to increased the staff satisfaction, work commitment and intention to stay.

The leaders should adopt the transformation leadership style. It provide the timely and consistent feedback to the followers . A leader helps followers achieve goals through their support, motivation, inspiration, and role modeling. On the other side, The leaders must be awarded about the other leadership style such as passive avoidant and transaction leadership style because, these styles reduced the staff commitment and intention to stay.

ACKNOWLEDGEMENT

I would like to thank the following people who in many ways contributed to this piece of work. First and foremost, I would like to thank **Mr. Muhammad Afzal** (The Principal of Lahore School of Nursing) who allowed me to do this study and guided me. I would thank to **Mr. Muhammad Hussain** for being my preceptor and for being the greatest inspiration for my work when I had no idea to perform a research work. I am indebted to her and I admire the way in which she explained very difficult concepts in very simple ways. She is very helpful in giving me suggestions. I would also like to thank all the participants and my participants. Their participation made this study possible. It is a great pleasure to have all of these wonderful people in my life. I thank the management of The University of Lahore.

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