

Leadership Styles of Nurse Managers and their Influence on Employee Retention Among Staff Nurses in a Selected Provincial Hospital

Prince Stevenson B. Prudencio¹, Michael John V. Flores²

<https://orcid.or//0009-0008-6402-6011>¹

<https://orcid.or//0009-0006-4243-7333>²

St. Bernadette of Lourdes College^{1,2}

prudencioprince@gmail.com¹, mjflores@sbcl.edu.ph²

ABSTRACT

This study examined the influence of nurse manager leadership styles on employee retention among staff nurses in a selected provincial hospital. Using a quantitative descriptive-correlational research design, data were gathered from 158 staff nurses through a validated questionnaire. The study focused on transformational, transactional, and laissez-faire leadership styles and their relationship with employee retention indicators, including intent to stay, job satisfaction, organizational commitment, career development opportunities, and work environment support. Findings revealed that transformational and transactional leadership styles were highly evident among nurse managers, while laissez-faire behaviors were also observed. Staff nurses demonstrated high levels of employee retention across all indicators. Furthermore, a significant relationship was found between leadership styles and employee retention, with transformational leadership emerging as the strongest positive influence. The study highlights the importance of effective leadership in promoting workforce stability, employee satisfaction, and organizational commitment among nurses and recommends leadership development initiatives to strengthen retention in healthcare organizations.

Keywords: *Employee retention, leadership styles, nurse managers, staff nurses, transformational leadership, transactional leadership, laissez-faire leadership*

INTRODUCTION

Leadership plays a vital role in nursing by influencing employee retention, job satisfaction, and organizational commitment. Nurse managers shape nurses' workplace experiences through supervision, mentorship, communication, and decision-making. Given challenges such as burnout, turnover, and heavy workloads in provincial hospitals, this study examined how transformational, transactional, and laissez-faire leadership styles influence employee retention among staff nurses.

Statement of the Problem

This study aimed to determine the influence of nurse manager leadership styles on employee retention among staff nurses in a selected provincial hospital. Specifically, it sought to:

1. Describe the demographic profile of the respondents.
2. Determine the level of nurse manager leadership in terms of transformational, transactional, and laissez-faire leadership.
3. Assess the level of employee retention in terms of intent to stay, job satisfaction, organizational commitment, career development opportunities, and work environment support.
4. Identify whether employee retention differs according to demographic characteristics.
5. Determine the relationship between nurse manager leadership styles and employee retention.
6. Propose recommendations to improve leadership practices and employee retention.

Scope and Delimitations

This study examined transformational, transactional, and laissez-faire leadership styles and their impact on employee retention among 158 staff nurses at one provincial hospital. The findings are limited by the single-institution focus and reliance on self-reported data, which may affect generalizability and introduce response bias.

Review of Related Literature

Nurse manager leadership styles significantly impact employee retention and job satisfaction. Transformational leadership enhances motivation, teamwork, and professional growth, improving retention rates. Transactional leadership provides organizational stability through clear expectations, while laissez-faire leadership often increases turnover intentions. Supportive work environments and development opportunities further boost retention.

Theoretical Framework

This study was based on the Transformational Leadership Theory of James MacGregor Burns and Bernard Bass, which explains how effective leadership improves employee commitment and retention, and on Patricia Benner's Novice to Expert Theory, which highlights the role of mentorship and professional growth in nurse retention.

Conceptual Framework -



METHODOLOGY

This study employed a quantitative descriptive-correlational design to examine the influence of nurse managers' leadership styles on employee retention among 158 staff nurses at a selected provincial hospital. Data were collected through a validated questionnaire and analyzed using descriptive and inferential statistics.

Research Design

This study employed a quantitative descriptive-correlational research design to examine the influence of nurse managers' leadership styles on employee retention among staff nurses at a selected provincial hospital. The descriptive component assessed leadership styles and retention levels, while the correlational component examined the relationship between these variables.

Research Steps

The study began with securing ethical clearance and approval from the hospital administration. Respondents were informed about the purpose of the study and their rights as participants. Survey questionnaires were then distributed, collected, encoded, and statistically analyzed to determine leadership styles and employee retention outcomes.

Data Collection and Sample Selection

The study involved 158 staff nurses selected through simple random sampling from a total population of 265 nurses in a provincial hospital. Only nurses with at least six months of continuous employment under a nurse manager were included. Data were collected using a validated, researcher-developed questionnaire covering the demographic profile, leadership styles, and employee retention indicators. The instrument obtained a Cronbach's alpha reliability coefficient of 0.930, indicating excellent reliability.

Data Analysis Methods

Data were analyzed using frequencies, percentages, means, and standard deviations to describe respondents and variables. Inferential statistics such as the t-test and ANOVA were used to determine differences in employee retention by demographic profile, while Pearson correlation and regression analyses were used to examine the relationship and predictive influence of leadership styles on employee retention. A 0.05 level of significance was applied.

Research Hypotheses and Validation

The study tested two null hypotheses: (1) there is no significant difference in employee retention according to demographic profile, and (2) there is no significant relationship between nurse manager leadership styles and employee retention. The research instrument was validated by experts and pilot-tested, demonstrating strong validity and reliability.

Study Limitations and ethical considerations

The study was limited to one provincial hospital and relied on self-reported questionnaires, which may introduce response bias. Furthermore, the descriptive-correlational design could identify relationships but not establish causation. Ethical standards were observed

through informed consent, voluntary participation, confidentiality, anonymity, and secure handling of research data.

RESULTS AND DISCUSSION

SOP 1. What is the demographic profile of the respondents?

The majority of respondents were aged 31–40 years, predominantly female, had 6–10 years of nursing experience, and were employed in the institution for 6–10 years. Most were assigned to outpatient and critical care units and held permanent employment status, indicating a stable and experienced nursing workforce.

SOP 2. What is the level of nurse manager leadership?

Results showed that transformational and transactional leadership styles were highly evident among nurse managers. Transformational leadership was demonstrated through motivation, teamwork promotion, and professional support, while transactional leadership was evident in setting expectations, monitoring compliance, and ensuring task completion. Laissez-faire leadership behaviors were also observed, particularly in delayed feedback and limited managerial involvement.

SOP 3. What is the level of employee retention?

Employee retention was found to be high across all indicators, including intent to stay, job satisfaction, organizational commitment, career development opportunities, and work environment support. The findings suggest that staff nurses generally perceive the hospital as a supportive and stable workplace.

SOP 4. Is there a significant difference in employee retention according to demographic profile?

Statistical analysis revealed no significant difference in employee retention when respondents were grouped according to age, sex, experience, employment status, and unit assignment. This indicates that employee retention remained consistent across demographic groups.

SOP 5. Is there a significant relationship between nurse manager leadership and employee retention?

A significant relationship was found between nurse manager leadership styles and employee retention. Transformational leadership demonstrated the strongest positive influence on job satisfaction, organizational commitment, and intent to stay. Transactional leadership also showed a positive relationship, while laissez-faire leadership was associated with less favorable retention outcomes.

SUMMARY

This study examined the influence of nurse manager leadership styles on employee retention among 158 staff nurses in a selected provincial hospital. Findings revealed that transformational and transactional leadership styles were highly evident, while laissez-faire leadership behaviors were also observed. Employee retention was high across all indicators, and a significant relationship was found between leadership styles and retention, with transformational leadership emerging as the strongest positive influence. No significant differences in retention were identified across demographic groups.

CONCLUSIONS

The findings revealed that nurse manager leadership styles significantly influence employee retention, with transformational leadership showing the strongest positive effect on retention, satisfaction, and commitment.

RECOMMENDATIONS

Hospital administrators should strengthen transformational leadership through communication, mentorship, recognition, and staff empowerment. Nurse managers should foster a supportive work environment, while healthcare institutions should minimize laissez-faire leadership. Future studies may explore other factors affecting employee retention.

ACKNOWLEDGMENTS

The researcher expresses sincere gratitude to all individuals who contributed to the completion of this study, including family, mentors, professors, colleagues, and the administrators and staff nurses of the selected provincial hospital. Their support, guidance, and participation made this research possible. Above all, gratitude is offered to God Almighty for wisdom, strength, and guidance throughout the research journey.

AI DECLARATION STATEMENT

AI-supported tools helped with grammar and structure in creating this article. No AI tools were used to collect, analyze, or interpret data; all authors are credited for their academic contributions.

REFERENCES

- Al-Yami, M., Galdas, P., & Watson, R. (2021). *Leadership styles and nurse outcomes in healthcare settings*. *Journal of Nursing Management*, 29(3), 1–10.
- Bae, S. H. (2021). *Nurse job satisfaction and retention in healthcare organizations*. *Nursing Outlook*, 69(2), 145–152.
- Beauchamp, T., & Childress, J. (2019). *Principles of Biomedical Ethics* (8th ed.). Oxford University Press.
- Benner, P. (1984). *From Novice to Expert: Excellence and Power in Clinical Nursing Practice*. Addison-Wesley.
- Boamah, S., et al. (2021). *Transformational leadership and nurse job satisfaction*. *Nursing Leadership*, 34(1), 55–67.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Creswell, J. W. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). Sage Publications.
- Duffield, C., et al. (2020). *Nurse retention and workplace support*. *Journal of Clinical Nursing*, 29(5–6), 1012–1020.
- Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics* (5th ed.). Sage Publications.