The Effects of Authentic Leadership and Organizational Commitment on Job Turnover Intentions of Experienced Nurses

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Overview

• Background and Significance
• Purpose
• Theoretical Framework
• Review of Literature
• Hypotheses
• Methods
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Job Turnover in Nursing

- Job turnover defined as voluntary or involuntary movement of an employee from current position to a new position either within or outside of organization\(^1\)
- Job turnover in nursing is estimated at 20% annually in Canada\(^2\)
- Each incident of turnover costs approximately $27,000 CAD\(^2\)
Job Turnover Intentions

- Job turnover intentions defined as an employee’s willingness or desire to leave current position
- May lead to actualized turnover
- Associated with withdrawal behaviours including poor job performance, lack of engagement, absenteeism

3,4,5
Leadership in Nursing

- Leadership shown to have marked impact on work environment, influencing job performance, quality of care, and patient safety outcomes\textsuperscript{6,7}

- Perceived support from formal nursing leadership is consistently demonstrated as a determinant of retention\textsuperscript{8}
Purpose

To test the role of Meyer and Allen’s organizational commitment\textsuperscript{9} in mediating the relationship between authentic leadership and job turnover intentions of experienced registered nurses.
Theoretical Framework

Authentic Leadership\textsuperscript{10}
Organizational Commitment\textsuperscript{9}
Authentic Leadership

“A pattern of leader behavior that... promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders”\textsuperscript{11}

- Self-Awareness
- Relational Transparency
- Balanced Processing
- Internalized Moral Perspective
Organizational Commitment

- Affective Commitment—one’s emotional attachment to their organization⁷
- Normative Commitment—one’s moral obligation to remain with their organization⁷
- Continuance Commitment—a perceived lack of alternatives or high costs associated with leaving⁷
Review of Literature
Review of Literature

- Authentic leaders shown to be associated with increased job satisfaction and work engagement, and decreased burnout, bullying, incivility\textsuperscript{12,13,14,15,16,17}
- Demonstrated relationship between relational leadership styles and organizational commitment \textsuperscript{5, 18, 19}
- Affective commitment is positively related to structural empowerment and organizational trust, while negatively related to workplace incivility \textsuperscript{7,20,21}
Review of Literature

• Authentic leadership’s influence on turnover intentions primarily indirect through leaders’ influence on work engagement, bullying, emotional exhaustion, job satisfaction, self-efficacy and identification\textsuperscript{22,23,24}

• Organizational commitment has been associated with a decrease in job turnover intentions, demonstrated in nursing with affective/continuance commitment only \textsuperscript{5,25,26}

• Limited nursing literature on the relationship between authentic leadership and commitment, no studies identified that examine the components of commitment individually
Summary

• Authentic leaders may play an important role in shaping work environment, though knowledge is limited in how leadership shapes organizational commitment and job turnover intentions.
Hypotheses
1. Managers’ authentic leadership is positively associated with experienced nurses' affective organizational commitment, and negatively associated with continuance commitment.

2. Affective, continuance, and normative organizational commitment are negatively associated with job turnover intentions among experienced nurses.

3. Managers’ authentic leadership is directly and indirectly negatively associated with job turnover intentions among experienced nurses.

4. Affective, normative, and continuance commitment mediate the relationship between authentic leadership and job turnover intentions.
Methods
Design and Sample

• Secondary analysis of data collected as a part of the *Authentic Leadership for New Graduate Nurse Success* (ALGN) study. (Laschinger, Wong, Finegan & Fida, 2015)

• Experienced Registered Nurses
  • Three or more years of experience in front-line nursing
  • 400 nurses invited to participate from each Ontario, Alberta, and Nova Scotia
  • Participants were sent mail packages using a modified Dillman approach to enhance response rate.
  • Final Sample= 478, Response rate= 39.8%
Measures

Authentic Leadership Questionnaire 27
- Four Subscales: *Self Awareness, Relational Transparency, Internalized Moral Perspective, Balanced Processing*
- Cronbach’s Alpha: Tool= 0.96, Subscales= 0.89-0.95

Organizational Commitment Scale 9
- Three subscales: *Affective Commitment Scale, Normative Commitment Scale, Continuance Commitment Scale*
- Cronbach’s Alpha: Subscales= 0.74-0.81

Job Turnover Intentions Tool (Revised) 28
- Three Items
- Cronbach’s Alpha= 0.81
Data Analysis

• IBM SPSS version 25.0 for windows (SPSS, Inc., Chicago, IL, USA).
• PROCESS Macro Version 3 used to conduct mediation analysis
Results
## Descriptive Results

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<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
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<tbody>
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<td>2. Relational Transparency</td>
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<td>1.02</td>
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<td>3. Moral/Ethical Behaviour</td>
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<td>4. Balanced Processing</td>
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<td>5. Self-Awareness</td>
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<td>6. Affective Commitment</td>
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<td>7. Normative Commitment</td>
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<td>1.33</td>
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<tr>
<td>8. Continuance Commitment</td>
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<td>1.29</td>
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<tr>
<td>9. Job Turnover Intentions</td>
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<td>1.06</td>
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<tr>
<td>Variable</td>
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<td>Normative Commitment</td>
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<tr>
<td>Authentic Leadership</td>
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<td>-0.72*</td>
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<td>Normative Commitment</td>
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<tr>
<td>Continuance Commitment</td>
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Note: *correlation is significant at $p<0.01$ (2-tailed).
Findings showed that together, authentic leadership, affective, normative, and continuance commitment accounted for 21% of variance in job turnover intentions.
Limitations

- Findings are limited in generalizability
- Self-Reported Measures
- Secondary Analysis of data from ALGN study
- Cross-Sectional Data limits inferences of causality
Implications for Theory, Education and Practice
Implications

• Demonstrated link between authentic leaders and organizational commitment
• Organizations may seek to cultivate authentic leadership through reflective activities and consistent feedback
• Integrate leadership education and development activities in nursing education
• Future Research may include:
  • Longitudinal study design
  • Use of measures of actualized turnover in nursing
  • Examine authentic leadership, organizational commitment and other outcome variables of interest
  • Development of authentic leaders
Conclusions

- Demonstrate the influence of Avolio et al.’s authentic leadership\textsuperscript{10} of managers, on Meyer and Allen’s affective, normative, and continuance commitment\textsuperscript{9} in nursing
- Relationship between authentic leadership and job turnover intentions indirect, mediated by affective organizational commitment
- Importance of engaging current and future nurse leaders in leadership development that may impact outcomes
Questions?
References


