

MOVING RESEARCH ON TRANSFORMATIONAL LEADERSHIP INTO PRACTICE

RNWORKPROJECT.ORG

Christine T. Kovner, PhD, RN, FAAN
Mathy Mezey Professor of Geriatric Nursing
New York University

Carol Brewer, PhD, RN, FAAN
UB Distinguished Professor Emerita
University at Buffalo

November 8, 2015

Funded by the Robert Wood Johnson Foundation

Sigma

Theta

Tau

**43rd Biennial
Convention**



CONFLICT OF INTEREST

- No Conflict of Interests



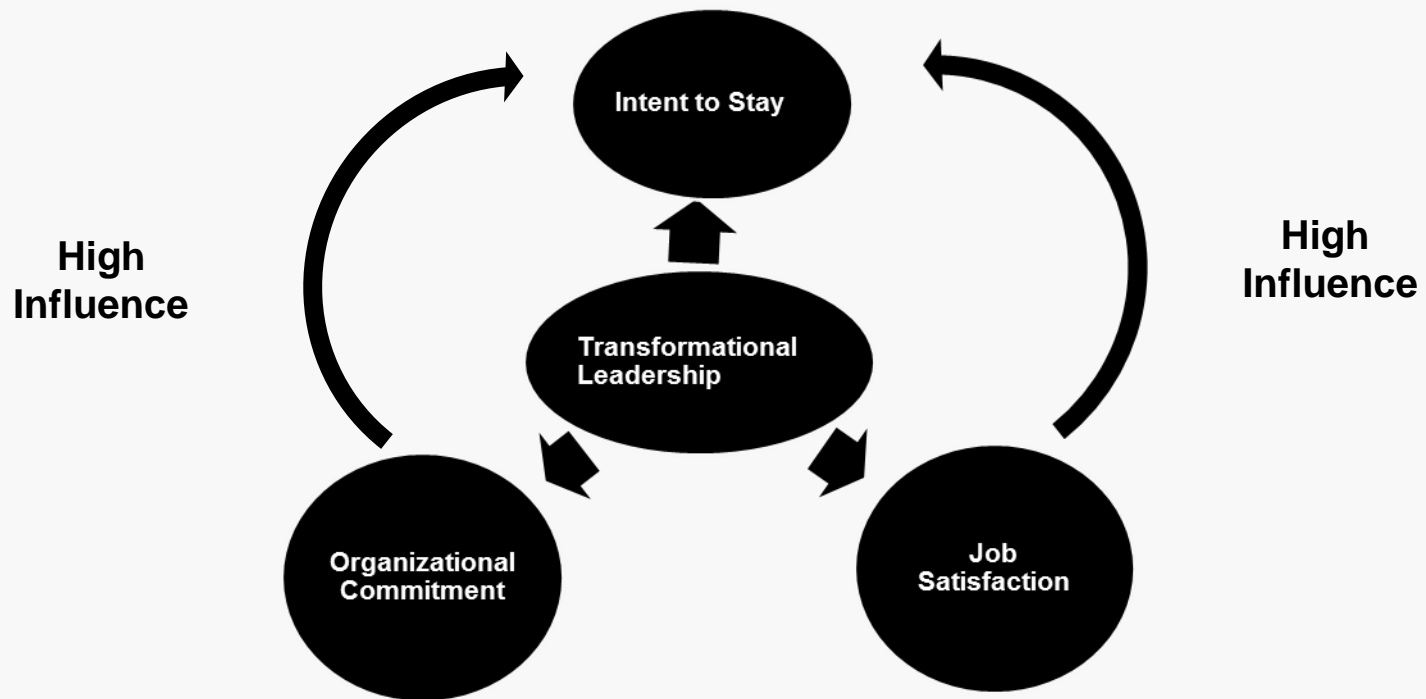
TRANSFORMATIONAL LEADERSHIP

- **Leadership styles**
“Processes by which individuals influence others to achieve a common goal”¹
- **Leadership-Relational practices**
Transformational, resonant, supportive, considerate ²
- **Transformational Leadership**
“The leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration”³

WHY WE THINK TRANSFORMATIONAL LEADERSHIP IS IMPORTANT

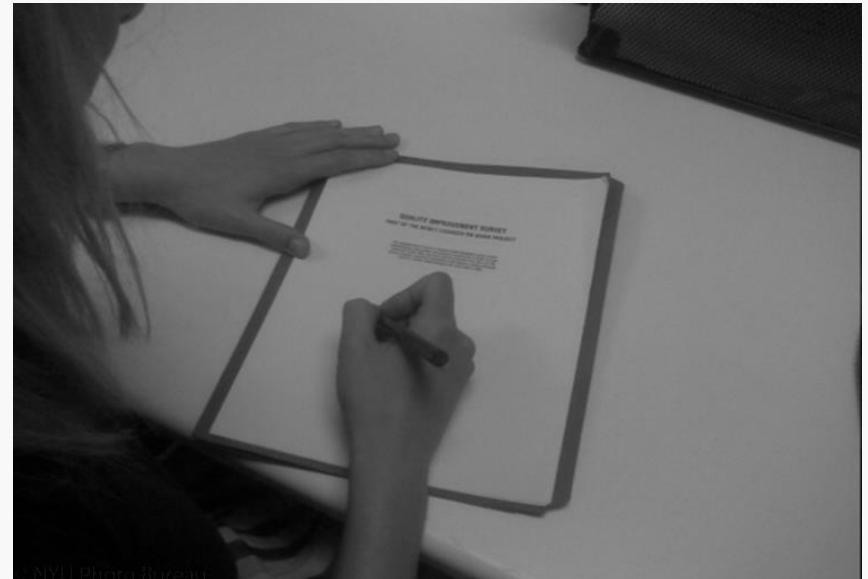
- Poor management by nurse leaders is major reason RNs leave
- Turnover is expensive
- Mixed evidence on transformational leadership adopted by Magnet® hospitals

PROPOSED THEORETICAL MODEL



STUDY DESIGN

- Mailed or emailed survey
- \$5 incentive
- Controlled for demographics and work attitudes (e.g. autonomy, procedural justice)



SAMPLING

- Nationally representative sample of RNs licensed between August 1, 2004 and July 31, 2005 from 34 U.S. States and Washington DC
- N=1036
- 8 years after graduation



SAMPLE

- Female (90.4%)
- White (86.8%)
- Married (77%)
- Children under 6 (37.3%)
- First nursing degree Associate's (54.1%)
- Work in hospital (75.2%)
- Work in ICU, step-down, ED (45.1%)



MEASURES

- Transformation Leadership 6-item scale (Alpha=0.92) ⁴
- Measures for other key variables (Alpha>0.8)



ANALYSIS

Dependent Variable	Categories	Range
Intent to stay	0(24.6%)	0=Very low ITS
	1(19.0%)	1=Low ITS
	2(26.8%)	2=Neither high nor low ITS
	3(9.8%)	3= High ITS
	4(19.7%)	4=Very high ITS

KEY FINDINGS

Intent to stay

transformational leadership **NOT** significantly related

Job satisfaction

transformational leadership **NOT** significantly related

Organizational commitment

transformational leadership is related

but a one unit change in leadership only increased change in probability of being in highest Commitment group by 1%

EFFECTS OF TRANSFORMATIONAL LEADERSHIP



STRENGTHS OF STUDY

- National sample
- Well specified model-lots of variables included (omitted bias variable)
- Ordered probit-allows non-linear modeling



IMPLICATIONS

- Organizational training expensive
- Leadership style depends on what needs to get done
 - 1) Hurricane Sandy
 - 2) Recruiting new nurse to employer



REFERENCES

1. Cowden, T., Cummings, G., & Profetto-Mcgrath, J. (2011). Leadership practices and staff nurses' intent to stay: A systematic review. *Journal of Nursing Management*, 19(4), 461-477. doi:10.1111/j.1365-2834.2011.01209.x
2. Wong, C. A., Cummings, G. G., & Ducharme, L. (2013). The relationship between nursing leadership and patient outcomes: A systematic review update. *Journal of Nursing Management*, 21(5), 709-724. doi:10.1111/jonm.12116
3. Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10(2), 181-217. doi:10.1016/S1048-9843(99)00016-8
4. Hammer, A. D. S., Ommen, O., Rottger, J., & Pfaff, H. (2012). The relationship between transformational leadership and social capital in hospitals-A survey of medical directors of all german hospitals. *Journal of Public Health Management & Practice*, 18(2), 175-180. doi:10.1097/PHH.0b013e31823dea94