MOVING RESEARCH ON TRANSFORMATIONAL LEADERSHIP INTO PRACTICE

RNWORKPROJECT.ORG

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Sigma Theta Tau
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CONFLICT OF INTEREST

- No Conflict of Interests
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

High Influence

Transformational Leadership

Intent to Stay

Organizational Commitment

Job Satisfaction

High Influence
Mailed or emailed survey

$5 incentive

Controlled for demographics and work attitudes (e.g. autonomy, procedural justice)
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
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) 
- Measures for other key variables (Alpha>0.8)
**ANALYSIS**

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Categories</th>
<th>Range</th>
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<tbody>
<tr>
<td>Intent to stay</td>
<td>0 (24.6%)</td>
<td>0 = Very low ITS</td>
</tr>
<tr>
<td></td>
<td>1 (19.0%)</td>
<td>1 = Low ITS</td>
</tr>
<tr>
<td></td>
<td>2 (26.8%)</td>
<td>2 = Neither high nor low ITS</td>
</tr>
<tr>
<td></td>
<td>3 (9.8%)</td>
<td>3 = High ITS</td>
</tr>
<tr>
<td></td>
<td>4 (19.7%)</td>
<td>4 = Very high ITS</td>
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</table>
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

Intent to Stay

Transformational Leadership

Direct Impact

Organizational Commitment

Job Satisfaction

High Influence

High Influence
STRENGTHS OF STUDY

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

Leadership style depends on what needs to get done

1) Hurricane Sandy
2) Recruiting new nurse to employer
REFERENCES


