

Original Article

Relationship between Staff Nurses' Perception Regarding Head Nurses' Transformational Leadership Style and Their Retention in the Workplace

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Abstract:

Background: Transformational leadership style (TL) is a form of leadership that focuses on establishing convincing relationships and promoting progress and inspiration between staff nurses. This leadership style both directly and indirectly influences the quality of nursing care provided, reduces the incidence of adverse events, enhances patient satisfaction, decreases patient readmission rates, and lowers the occurrence of patient complications. **Aim of study:** to examine the relationship between staff nurses' perception of head nurses' transformational leadership style and their retention at Damanhour Oncology Centre. **Research design:** This study used a descriptive correlational design. **Settings:** This study was conducted at Damanhour Oncology Center which is affiliated with the General Secretary of Specialized Medical Centres with bed capacity (100 beds). **Tools:** two tools were used namely: Multifactor Leadership Questionnaire (MLQ) Form 6S, Revised Casey-Fink Nurse Retention Survey. **Results** Total level of staff nurses' perception was moderate (49.1%). and total level of staff nurses' retention was moderate (51.3%). **Conclusion:** The findings of this study indicate a highly significant positive correlation between staff nurses' perceptions of head nurses' transformational leadership style and their retention at Damanhour Oncology Centre. Additionally, most study subjects moderately perceived head nurses' transformational leadership style and workplace retention. **Recommendations:** Adjust work policies and practices to foster a positive organizational culture.

Keywords: Staff nurses' retention, Transformational Leadership, Health Care Organization, Head nurses.

Introduction:

Nursing is a stressful job, demanding emotional resilience as nurses handle diverse situations daily. ⁽¹⁾ Head nurses frequently encounter dynamic and emotionally intense situations. They are responsible for maintaining a professional work environment. ⁽²⁾ Nursing leadership requires a combination of talents, skills, competencies, knowledge, communication, and self and social awareness. As a result, nursing managers are encouraged to adopt a transformational leadership style to improve their leadership capabilities. ⁽³⁾

Transformational leadership (TL) focuses on building relationships and encouraging growth and motivation among nurses. ⁽⁴⁾ TL involves actions by the leader to raise awareness about the importance of well-performed activities, supporting the institution's mission and goals. ⁽⁵⁾ TL positively impacts the quality of nursing care, reduces adverse events, improves patient satisfaction, lowers readmission rates, and decreases complications. ⁽⁶⁾

Significance of the study:

The benefits of studying the effect of transformational leadership on retention are numerous and can significantly impact an organization's success. Transformational leadership boosts staff nurse engagement, essential for retention.⁽⁷⁾ In addition to addressing the critical role of transformational leadership in nursing, it is important to recognize the broader context of healthcare challenges, particularly the impending global shortage of healthcare providers. This shortage is anticipated to reach nearly 14 million by 2030, according to the World Health Organization (WHO).⁽⁸⁾

Aim of the study

This study aims to examine the relationship between staff nurses' perception regarding head nurses' transformational leadership style and their retention in the workplace.

Research questions

What is the relationship between staff nurses' perception regarding head nurses' transformational leadership style and their retention in the workplace at Damanhour Oncology Center?

II. Materials and Methods

Research design:

The study employed a descriptive correlational design.

Setting:

This study was carried out at Damanhour Oncology Centre, which is affiliated with the General Secretary of Specialized Medical Centres and has a bed capacity of 100. The staff nurses possess various educational qualifications, including Secondary Nursing School diplomas, Technical Nursing Institute diplomas, and Bachelor of Science in Nursing (BScN) degrees. The study included all units (n=17) units: Intensive and emergency care unit (n=3); operation room (n=2); oncology unit (n=1); surgical unit (n=1); out-patient clinics (n=6); chemical therapy units (n=2); sterilization unit and binoculars unit(n=2).

Subjects:

The subjects of this study were all staff nurses working in the selected setting and available during the data collection period (n=230). They were categorized into professional nurses (n=30) and technical nurses (n=200), without considering age, sex, or years of experience, and who were willing to participate in the study.

Tool for data collection

Two tools were used in this study.

Tool I: Multifactor Leadership Questionnaire (MLQ) Form 6S.

It was developed by Bass and Avolio (1992)⁽⁹⁾ and subsequently adapted by the researcher, this tool was utilized to assess transformational leadership. It comprises 21 items categorized under seven primary factors namely : (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation, (4) individual consideration, (5) contingent reward, (6) management by exception, and (7) laissez-faire leadership. The scoring system includes only the main factors of transformational leadership style, specifically idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, with each factor consisting of three items (n=12). Responses were measured on a 5-point Likert scale ranging from 0 (not at all) to 4 (frequently). The overall score level ranges from (0 to 48) and was categorized as the following: Low level of perception 0-15, moderate level of perception 16-31 and high level of perception 32-48.

Tool (II): Revised Casey-Fink Nurse Retention Survey:

The survey, originally developed by Casey and Fink (2009) and adapted by the researcher and consists of 35 items. It was designed to evaluate nurse retention in the workplace. Responses are measured on a

4-point Likert rating scale ranging from (1) strongly disagree to (4) strongly agree. The overall score ranges from 35 to 140 and is categorized as follows: low retention (35-69), moderate retention (70-104), and high retention (105-140).

In addition to, the researcher developed a data sheet for nurses that included gender, age, educational qualifications, working unit, years of nursing experience, and marital status.

Methods:

The study was conducted according to the following steps:

- Permission was obtained from the Dean of Faculty of Nursing, Damanhour University, and the authorities at the study settings after explaining the study's purpose.
- The researcher translated two tools into Arabic and submitted them in both languages to a jury of five experts at Damanhour University's Faculty of Nursing for content validity and translation. The jury included two professors, an assistant professor, a nursing administration lecturer, and a psychiatric nursing lecturer.
- A **pilot study** was conducted on 10% of the total sample (n=23) with 3 professional nurses and 20 technical nurses included. It assessed the tool's clarity, feasibility, and applicability, identifying potential obstacles during data collection without any modifications needed.
- The reliability of the two tools was tested using Cronbach's Alpha, resulting in 0.955 for the leadership style scale and 0.952 for the nurse's retention scale.
- **Data was collected** from staff nurses through the distribution of self-administered questionnaires. The objectives of the study were explained at the workplace using the tools. Instructions were provided prior to distributing the questionnaires.
 - The questionnaire was administered in the presence of the researcher to ensure the objectivity of staff nurses' responses, prevent contamination of their opinions, and verify that all items were answered.
 - Completing the questionnaire took 15-20 minutes. Data was collected from August to October 2023. All questions were answered with explanations.

Ethical considerations:

- 1- The Research Ethics Committee (REC) of the Faculty of Nursing, Damanhour University, approved the research before the study commenced.
- 2- Consent was obtained from participants after the study's objective was explained.
- 3- Participants could refuse or withdraw from the study anytime without penalties.
- 4- Privacy and confidentiality regarding data collected were maintained and assured.
- 5- Anonymity of the study subject was considered.

Statistical analysis:

- ✓ Appropriate statistical tests identified significant relationships and answered research questions.
 - ✓ The data were coded and formatted for computer input.
 - ✓ After entering the data, a checking and verification process was conducted to prevent any errors.
 - ✓ Data were analysed using the statistical package for social science SPSS (version 25).
 - ✓ Tables were constructed were developed.
 - ✓ Quantitative data were presented using numeric values, percentages, ranges, arithmetic means, standard deviations, and medians.
 - ✓ The significance of the results obtained was judged at the 5% level.
 - ✓ Qualitative data were described using number and percentage.
 - ✓ Data were classified as numerical or categorical.
- The following statistical measures were used:
- ✓ Descriptive statistical measures encompass numerical values, percentages, and averages. These include minimum, maximum, arithmetic mean (\bar{x}), and standard deviation (SD).
 - ✓ Statistical analysis tests performed included Chi-square and Student's t-test.
 - ✓ Categorical variable associations were tested using the Chi-Square test.
 - ✓ Pearson correlation was done to measure the degree of association between dimensions of two variables.
 - ✓ Reliability coefficient of leadership style scale was (0.955).
 - ✓ Reliability coefficient of nurse's retention scale was (0.952).

Results

Table (1) reveals that total levels of nurses' perception regarding head nurses' transformational leadership style were moderate (49.1%). Regarding transformational leadership factors, the highest percentage (53.5 %) of the staff nurses had a high level of perception was related to the factor inspirational motivation. While (48.7%) was related to the factor idealized influence. On the other hand, (6.5%) of them had low level of perception to the factor inspirational motivation, meanwhile (48.3%) of the staff nurses had high level of perception to the factor intellectual stimulation. Concerning the factor individualized considerations, (47.8 %) of them had a high level of perception.

Table (1): Levels of head nurses' transformational leadership style as perceived by staff nurses(n=230):

| Factors of Transformational leadership style | Levels of perception about head nurses' transformational leadership style | | | | | |
|--|---|------------|-------------|-------------|-------------|-------------|
| | Low | | Moderate | | High | |
| | No. | % | No. | % | No. | % |
| ▪ Idealized influence | 26 | 11.3 | 92 | 40.0 | 112 | 48.7 |
| ▪ Inspirational motivation | 15 | 6.5 | 92 | 40.0 | 123 | 53.5 |
| ▪ Intellectual stimulation | 20 | 8.7 | 99 | 43.0 | 111 | 48.3 |
| ▪ Individualized considerations | 16 | 7.0 | 104 | 45.2 | 110 | 47.8 |
| Total perception about head nurses' transformational leadership style | 174 | 7.4 | 1113 | 49.1 | 1015 | 43.5 |

- Low level of perception (0-15)
- Moderate level of perception (16-31)
- High level of perception (32-48)

Table (2) shows the levels of staff nurses' retention in the workplace were moderate (51.3%), while 46.5% reported a high level. In contrast, only 2.2% indicated a low level of retention, suggesting that retention rates among the nursing staff are generally positive.

Table (2): Levels of staff nurses' retention in the workplace(n=230):

| Levels of Retention | | | | | |
|---------------------|-----|----------|------|------|------|
| Low | | Moderate | | High | |
| No. | % | No. | % | No. | % |
| 5 | 2.2 | 118 | 51.3 | 107 | 46.5 |

- **Low level of retention:** 35-69
- **Moderate level of retention:** 70-104
- **High level of retention :**105-140

Table (3) indicates a positive highly statistical significant correlation between transformational leadership styles and retention in the workplace as perceived by studied staff nurses, with a correlation coefficient of ($r = 0.683$, $p = 0.000$). As regarding transformational leadership style as an independent variable and retention as dependent variable. Idealized influence with staff nurses' retention was significant ($p=0.000$, $r=0.597$), also inspirational motivation with staff nurses' retention was significant ($p=0.000$, $r=0.601$), as well as intellectual stimulation with staff nurses' retention was significant ($p=0.000$, $r=0.687$), finally individualized consideration with staff nurses' retention was significant ($p=0.000$, $r=0.655$).

Table (3): Correlation matrix between factors of transformational leadership style and the retention in the workplace as perceived by staff nurses(n=230).

| Factors of transformational leadership | | Total Nurses' retention |
|--|--|-------------------------|
| • Idealized Influence | | 0.597 |
| | | 0.000* |
| • Inspirational motivation | | 0.601 |
| | | 0.000* |
| • Intellectual stimulation | | 0.687 |
| | | 0.000* |
| • Individualized consideration | | 0.655 |
| | | 0.000* |
| • Total Transformational Leadership | | 0.683 |
| | | 0.000* |

r = Pearson correlation
r ≥ 0.9: Very high correlation
r 0.5 - <0.7: Moderate correlation

Significant p at ≤ 0.05
r 0.7 - <0.9: High correlation
r < 0.5: Low correlation

Table (4) displays the result of multivariate regression analysis of the predictors of staff nurses' perception about head nurses' transformational leadership style. The model had a coefficient of determination ($R^2 = 0.503$). Which means that 50,3% of the variability in the outcome (staff nurses' perception) was explained by the staff nurses, where the model is highly significant ($F = 20.096$, $p = 0.000$). The analysis indicates significant predictors for staff nurses' perception regarding head nurses TL style educational qualifications, years of experience in the working unit and staff nurses' retention $p = 0.028, 0.033, 0.000$ respectively. Conversely, factors such as gender, age, marital status, and years of experience in nursing did not show significant impacts.

Table (4): Predictors of nurses' perception about head nurses' transformational leadership style through multivariate regression analysis(n=230).

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | P |
|---|-----------------------------|------------------|---------------------------|------------------|-------|
| | B | Std. Error | Beta | | |
| (Constant) | -15.783 | 5.668 | | -2.784 | .0060 |
| • Gender | -0.467 | 1.166 | -0.020 | -0.401 | .6890 |
| • Age | -2.198 | 1.327 | -0.132 | -1.655 | .0990 |
| • Educational qualifications | 2.656 | 1.202 | .1820 | 2.209 | .028* |
| • Marital status | 1.809 | 1.325 | -0.072 | -1.366 | .1730 |
| • Years of experience in nursing | .3120 | .2470 | 0.189 | 1.264 | .2080 |
| • Years of experience in the working unit | 3.711 | 1.731 | .3120 | 2.144 | .033* |
| Total Nurses' retention | .4590 | .0590 | .6350 | 7.828 | .000* |
| R Square = 0.503 | | F= 20.096 | | P= 0.000* | |

* Statistically significant at $p \leq 0.05$

Table (5) displays the result of multivariate regression analysis of the predictors of staff nurses' perception about their retention in the workplace. The model had a coefficient of determination ($R^2 = 0.740$). Which means that 74% of the variability in the outcome (staff nurses' retention) was explained by the studied staff nurses, where the model is highly significant ($F = 31.506$, $p = 0.000$). The analysis indicates that several factors were predictors of staff nurses' retention in the workplace. Notably, inspirational motivation intellectual stimulation and individualized consideration ($p = 0.005, 0.008, 0.040$) respectively.

Table (5): Predictors of staff nurses' retention in the workplace as perceived by the staff nurses through multivariate regression analysis(n=230).

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | P |
|-----------------------------------|-----------------------------|------------------|---------------------------|------------------|--------|
| | B | Std. Error | Beta | | |
| (Constant) | 48.464 | 5.826 | | 8.319 | .000*0 |
| • Gender | 1.763 | 1.211 | .0540 | 1.455 | .1470 |
| • Age | 1.641 | 1.379 | .0710 | 1.190 | .2350 |
| • Educational qualifications | 0.513 | 1.249 | 0.025 | .4110 | .6810 |
| • Marital status | 1.036 | 1.370 | .0300 | .7560 | .4500 |
| • Years of experience in nursing | 1.790 | 1.477 | 0.118 | 1.212 | .2270 |
| • Years of experience in the unit | 0.317 | 1.812 | -0.019 | 0.175 | .8610 |
| • Idealized influence | 3.532 | 2.438 | 0.067 | 0.628 | .053*0 |
| • Inspirational motivation | 2.519 | .5960 | .0990 | .8712 | 0.005* |
| • Intellectual stimulation | 1.853 | .6960 | 0.364 | 2.662 | .008*0 |
| • Individualized consideration | 5.124 | 2.477 | 0.212 | 2.069 | .040*0 |
| Total Transformational Leadership | 17.602 | 1.303 | .6100 | 13.5 | .000*0 |
| R Square = 0.740 | | F= 31.506 | | P= 0.000* | |

* Statistically significant at $p \leq 0.05$

Discussion

The result of this study revealed that the total level of nurses' perception about head nurses' TL style was moderate at Damanhour Oncology Center. From the researcher's point of view, this may be due to several factors that contribute to shaping this perception. Firstly, head nurses influence and inspire their staff nurses by changing their perceptions and establishing their sense of loyalty, as well as empowering them with a sense of autonomy and responsibility, which will increase their commitment to the workplace. They effectively use the four transformational leadership factors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration daily. By leveraging these principles, they address and resolve issues effectively, fostering an environment of trust and continuous improvement. Additionally, the differences in organizational culture, particularly among staff nurses in EL Behera governorates, significantly influence their perception of transformational leadership style.

Moreover, head nurses strive to maintain justice and transformative relationships with staff nurses, emphasizing the importance of their work toward achieving unit goals. Staff nurses appreciate this support and fairness, which boosts their satisfaction and organizational and workplace commitment which will in turn by reducing turnover. Effective communication with them, encouraging them for professional growth, and personalized interactions are key factors influencing staff nurses' perceptions of their leadership style. Additionally, they assist staff nurses in finding meaning and valuability of their work, encouraging them to approach problems solving from new perspectives, and communicate succinctly by providing constructive feedback. This fosters a sense of pride and satisfaction, reshapes their thinking, affects their actions, and enhances positive perception toward the head nurses' transformational leadership at Damanhour Oncology Center.

This finding of the current study is supported by Abdul Salam et al., (2023)⁽¹¹⁾ and Gashaye et al., (2023)⁽¹²⁾ who stated that the level of staff nurses' perception about head nurses' TL was moderate.

Moreover, Helaly et al., (2022)⁽¹³⁾ and Demir and Duygulu (2022)⁽¹⁴⁾ revealed that the level of perception about head nurses' TL among staff nurses was moderate and demonstrated that head nurses continuously communicate with their staff and have the ability to foster professional growth and development. In this respect, Alzahrani and Hasan (2019)⁽¹⁵⁾ showed that nurses had a higher perception of TL compared to other leadership styles and showed that TL appears to improve job satisfaction of nurses working in a hospital setting that leads to higher nursing retention.

On the other hand, this result is inconsistent with Mohammed and Mostafa (2023)⁽¹⁶⁾ and Ahmed, Ata, and Abd-Elhamid (2019)⁽¹⁷⁾ who showed that most staff nurses had a higher perception of TL behavior. Also, Moon, Van Dam, and Kitsos (2019)⁽¹⁸⁾ and Abd-Elrhman and Abd-Allah (2018)⁽¹⁹⁾ who stated that head nurses imply low level of transformational leadership skills.

Additionally, this study results showed that staff nurses perceived inspirational motivation as the highest factor of transformational leadership factors. From the researcher's point of view, this may be due to head nurses being able to inspire their staff nurses by using motivational techniques that spark passion and enthusiasm. By giving them a sense of purpose, they encourage them to surpass their limits and achieve great results for their daily activities. They share a vision that motivates and excites, highlighting a promising future beyond daily activities. Moreover, head nurses, driven by their vision, maintain a positive outlook and inspire confidence in their staff by acknowledging their strengths and achievements. They empower their staff nurses to tackle challenges and celebrate successes, fostering a sense of self-efficacy.

Furthermore, head nurses who follow inspirational motivation factors rather than others factors to put a guideline or policy in their unit to help staff nurses recognize how they could play a part in the organization by achieving their vision which gives them a sense of belonging to their unit and raises their team morale and motivation for achieving organization's expectations for future challenges, competitive advantage and highly reputation. Motivating their staff nurses by presenting a persuasive mission and creating an atmosphere where staff nurses feel vibrant and committed to their roles.

This result goes in the same line with Alrashidi et al., (2024)⁽²⁰⁾ and Harb et al., (2022)⁽²¹⁾ who showed that staff nurses perceived inspirational motivation as the highest factor in TL and emphasize its importance in healthcare. Also, Valbuena-Durán, Rodríguez, and Esteban (2021)⁽²²⁾ and Alzahrani and Hasan (2019)⁽¹⁵⁾ who revealed that inspirational motivation as the highest dimension and the strongest predictor for nurses' satisfaction with their work. In contrast, this study is not consistent with Salem, Ahmed, and Aldahshan (2022)⁽²³⁾ and Moon, Van Dam, and Kitsos (2019)⁽¹⁸⁾ who demonstrated that individualized consideration and intellectual stimulation had higher perception than inspirational motivation.

The findings of this study indicated that the total level of staff nurses' retention was moderate. From the researcher's point of view, this is an indicator of several factors at the work place such as good morale, and team cohesion in the work activity, strong loyalty and satisfaction of their job that encouraged them to stay in their current work by giving them flexibility in their time work schedule even though the work load at Damanhour Oncology Center as well as this organization is famous for a retention strategy which prevent staff nurses from withdrawing from their job and the organization. By motivating staff nurses to upgrade themselves and promote professional nurses for a higher position. As well as staff nurses are satisfied with their working environment and have a sense of wellbeing.

Moreover, staff nurses receive competitive wages and comprehensive benefits as well as salary increases to reflect their experience and expertise according to their workload. They feel reasonably supported in their roles, have a mentor acting as assistant for head nurses who continuously guides them and gives them a sense of secure and confidence about their work and continuously get feedback from them. Additionally, staff nurses have good relationships with their colleagues and physicians as well as other health care providers which enable them to communicate and interact to achieve their needs in a professional way, discuss their problems in the workplace easily and find relevant solutions for them if they have a problem. Furthermore, the availability of staff nurses and their equal distribution according to work activities and workload, adequate supplies and equipment if they are needed for their work activity, which will not be available in other hospitals, impacts their decision to stay in their workplace. This result of current study is supported by Elhaddad, Safan, and Elshall (2020)⁽²⁴⁾ showed that staff nurses had a moderate level of retention to workplace. Also, Moustafa et al., (2016)⁽²⁵⁾ and Laschinger et al., (2009)⁽²⁶⁾ revealed that staff nurses had a moderate level of retention. On the other hand, this study contradicted with Tadesse et al., (2023)⁽²⁷⁾ and Isley et al. (2022)⁽²⁸⁾ found that the retention level among the staff nurses was low and staff nurses had a higher intention to leave their work. In this respect, Eshetu et al., (2021)⁽²⁹⁾ who stated that nurses are not satisfied with their workplace environment.

The correlation between transformational leadership style and retention in the workplace, as perceived by staff nurses, was examined. A significant positive correlation was found between overall transformational leadership (independent factors) and staff nurses' retention in the workplace (dependent factors). Besides, there was a statistical significant correlation between overall TL factors and staff nurses' retention as perceived by studied staff nurses. This result may be due to the assumption that when staff nurses' perception about their head nurse's transformational leadership style increase, they will stay in their workplace. This valuation could be confirming by head nurse providing a context role model of practice humility ,honestly and encouraging flourish as well as did not hide behind their experience to follow (Idealized influence), can passionately communicate an exciting vision of the future, inspiring staff nurses to action (Inspirational motivation), always support staff nurses learning, growth, development (Intellectual stimulation) and listen to the specific needs of each staff nurse (Individual consideration). Furthermore, this can lead to staff nurses' empowerment, autonomy decision making, decrease job stress, staff nurses follow civility behaviors to interact with others.

This result goes in the same line with. Suliman et al., (2024)⁽³⁰⁾ revealed that the TL style significantly reduced predicted nurse turnover. Also, Gebreheat, Teame, and Costa (2023)⁽³¹⁾ emphasized the positive influence of TL on nurses' job satisfaction and nurses' intentions to stay at work. Additionally, Yang and Chen (2022)⁽³²⁾ and Ofei and Paarima (2022)⁽³³⁾ who stated that there is a positive correlation between the perception of head nurses' TL style and nurses' intention to stay in the workplace. Moreover, Specchia et al., (2021)⁽³⁴⁾ who indicated that TL, significant positive correlation with nurses' job satisfaction and demonstrated a strong relationship between it and nurses staying in their jobs.

On contrary, this study finding disagreed with Smamah et al., (2023)⁽³⁵⁾ revealed that turnover intention was not significantly correlated with any of the leadership styles. Also, AbuAlrub and Nasrallah (2017)⁽³⁶⁾ reported no statistically significant correlation between TL styles and intention to stay among nurses. Moreover, AbuAlrub and Alghamdi (2012)⁽³⁷⁾ found that the relationship between TL style and staff retention was statistically insignificant and indicated that there was no relationship between TL style and staff nurses' retention at work.

In the regression analysis of predictors of staff nurses' perceptions regarding head nurses' transformational leadership (TL) style, the statistical result of the regression model revealed that 50.3% of the variability in the outcome (transformational leadership) was explained by the studied staff nurse variables (gender, age, educational qualifications, marital status, years of experience in nursing, years of experience in the working unit, and staff nurse retention). This may be due to educational qualifications being statistically correlated to staff nurses' perception regarding the TL style of head nurses. Additionally, there was a highly statistically significant positive correlation between staff nurses' perception of head nurses' TL style and staff nurse retention. Moreover, the present study displayed those educational qualifications years of experience in the working unit and staff nurses' retention were predictors of staff nurses' perception regarding head nurses' TL style. From a research point of view this may be due to educational qualifications are important and dominant factors affecting staff nurses' perception and staff nurses, with more years of experience in the working unit, will improve their head nurses' TL style clearly due to their daily interaction as well as staff nurses who decide to stay in their working unit.

According to the educational qualification, this study finding goes in the same line with Alrobai (2020)⁽³⁸⁾ who found that the educational qualification of staff nurses significantly correlated with and consider one of the main predictors of their perception of TL. Also, Olu-Abiodun and Abiodun (2017)⁽³⁹⁾ stated that the perception of TL style depends on the nurse's educational qualification. Abd-Elaal and Moustafa (2015)⁽⁴⁰⁾ found a significant correlation between nurses' perception of TL style and their educational qualifications. In contrast, this study finding does not agree with Demir and Duygulu (2022)⁽¹⁴⁾ who stated that the educational qualification of staff nurses is not related to nurses' perception of TL style. In addition to that, Gashaye et al., (2023)⁽¹²⁾ revealed that there was no significant association between staff nurses' educational qualifications and perceived utilization of leadership style.

Regarding years of experience in the current working unit, this finding aligns with Abd-Elaal and Moustafa (2015)⁽⁴⁰⁾, who found a significant correlation between staff nurses' perception of TL and years of unit experience. They concluded that nurses with longer tenure in the work unit had a higher perception of TL compared to others. On the other hand, Salem, Ahmed, and Aldahshan (2022)⁽²³⁾ found no association between nurses' perception of TL style and their years of unit experience. Moreover, Olu-Abiodun and Abiodun (2017)⁽³⁹⁾ revealed that there was no statistically significant difference between nurses' perception of TL style and their current unit experience.

In the matter of regression analysis of the predictors of staff nurses' retention in the workplace as perceived by the studied staff nurses, the statistical result of the regression model revealed that, 74% of

the variability in the outcome (staff nurses' retention) explained by the studied variables (gender, age, educational qualifications, marital status, years of experience in nursing, years of experience in the working unit, inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence). This could be explained by that transformational leadership is significantly related to increase job satisfaction, increase staff well-being, decrease burnout, and decrease overall stress in the working environment and there was a positive highly statistical significant between staff nurses' perception regarding head nurses' TL style and staff nurses' retention.

Moreover, the present study indicated that inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence are predictors of staff nurse retention. From a research perspective, this may be because these factors significantly enhance staff nurses' psychosocial work environment by indirectly increasing job satisfaction and spiritual climate, which collectively contribute to improved retention in nursing.

The findings of this study align with Goens and Giannotti (2024)⁽⁴¹⁾, who demonstrated that all aspects of transformational leadership (TL) style positively impact nurse retention in the workplace, particularly idealized influence as a primary predictor of staff nurses remaining. Additionally, Conroy et al. (2023)⁽⁴²⁾ revealed that TL style is characterized by four measurable components: behavioral idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, all of which positively influence nurse retention in the workplace. Moreover, Wang et al., (2018)⁽⁴³⁾ showed that all dimension of TL style strongly predicted and positively correlated with nurse retention. However, this study's findings are inconsistent with those of Smamah et al. (2023) (35) who revealed that turnover intention was not significantly correlated with any of the leadership styles. Moreover, Brewer et al. (2016)⁽⁴⁴⁾ indicated that transformational leadership did not significantly affect nurses' intent to stay or their retention at their workplace.

Conclusion

The study found a significant positive correlation between staff nurses' views of head nurses' transformational leadership and their retention at Damanhur Oncology Center. Most participants moderately perceived both leadership style and retention.

Recommendations

- 1- Emphasize on the importance of leadership development programs in aligning leadership behaviours with organizational values.
- 2- Implement proactive strategies to prevent burnout by recognizing and valuing employees' strengths.
- 3- Create two-way communication between nurses and leaders to discuss concerns, challenges, and organizational issues openly.

Further future research:

- 1- Identify the elements that affect head nurses' transformational leadership and their staff's perspectives.
- 2- Examine how implementing transformational leadership factors influences patient safety and organizational outcomes.

CONFLICTS OF INTEREST

There is no conflict of interest to disclose.

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