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Relationship Between Nurse Administrators' Leadership Style and Work Environment to Staff Retention Intention

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ABSTRACT

This study examined the relationship between nurse administrator leadership styles and the work environment in relation to staff retention intention among nurses in private hospitals in District II of Quezon Province, Philippines. A quantitative descriptive, descriptive-evaluative, and descriptive-correlational design was utilized. A total of 108 staff nurses participated through purposive sampling. Data were collected using a validated self-administered questionnaire. Statistical tools included frequency, percentage, weighted mean, Shapiro–Wilk test, and Spearman Rho correlation. Findings revealed that leadership style, work environment, and retention intention were all rated high. Significant positive relationships were found between leadership style and retention intention, and between work environment and retention intention, leading to rejection of null hypotheses. A leadership-driven retention framework was developed to enhance workforce stability.

Keywords: *Nurse leadership, Work environment, Staff retention, Transformational leadership, Nursing turnover, Private hospitals, CARE-LEAD framework*

INTRODUCTION

Nursing retention is a major global and local issue, with workforce shortages affecting healthcare delivery and patient outcomes. High turnover among nurses leads to increased workload, burnout, and decreased quality of care. In the Philippines, private hospitals face similar challenges in retaining staff nurses, particularly due to leadership issues and work environment concerns.

Leadership style plays a significant role in influencing nurse motivation, satisfaction, and retention. Transformational leadership, in particular, has been associated with improved staff engagement and reduced turnover. Similarly, the work environment including communication, teamwork, recognition, and safety affects nurses' willingness to remain in their organization.

Retention intention reflects a nurse's willingness to stay in their current workplace and is influenced by both personal and organizational factors. Despite existing studies, there is limited empirical evidence focusing on the combined effect of leadership style and work environment on retention intention in private hospitals in District II of Quezon Province.

This study aimed to determine the relationship between nurse administrator leadership styles and work environment in relation to staff retention intention and to develop a leadership-driven retention framework.

METHODS

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This study utilized a quantitative research design, specifically descriptive, descriptive-evaluative, and descriptive-correlational approaches.

The respondents consisted of 108 staff nurses from selected private hospitals in District II of Quezon Province who had at least two years of continuous service. A purposive sampling technique was employed.

Data were gathered using a validated self-administered questionnaire measuring:

- Leadership style (vision and inspiration, fostering innovation, changing minds, transparency and accountability, decision-making)
- Work environment (communication, growth and development, collaboration and teamwork, recognition and rewards, physical and psychological safety)
- Staff retention intention (employee-related and organization-related factors)

Statistical tools used included:

- Frequency and percentage distribution
- Weighted mean
- Shapiro–Wilk test
- Spearman Rho correlation

Ethical considerations were observed, including voluntary participation and confidentiality of responses.

RESULTS

The findings revealed that:

- Nurse administrator leadership style was rated at a high level across all dimensions.
- The work environment was also described as highly favorable.
- Staff retention intention among nurses was high, indicating strong willingness to stay.

Correlation analysis showed:

- A significant positive relationship between leadership style and staff retention intention
- A significant positive relationship between work environment and staff retention intention

Both null hypotheses were rejected, confirming that leadership style and work environment significantly influence retention intention.

The study also proposed a CARE-LEAD Framework, designed to improve retention through leadership-driven strategies.

DISCUSSION

The findings suggest that effective leadership and a supportive work environment are critical determinants of nurse retention. High ratings in leadership style indicate that nurse administrators demonstrate behaviors aligned with transformational leadership, which enhances staff motivation and organizational commitment.

Similarly, a positive work environment characterized by strong communication, teamwork, recognition, and safety supports nurses' professional satisfaction and reduces turnover intention. These findings are consistent with existing literature emphasizing the role of organizational climate in workforce stability.

The significant relationships found in this study confirm that both leadership practices and environmental factors directly influence nurses' intention to remain employed. This supports theoretical

frameworks such as Transformational Leadership Theory and the Theory of Planned Behavior, which explain how leadership and contextual factors shape employee behavior.

The proposed CARE-LEAD Framework highlights the importance of integrating leadership development and workplace improvements to sustain nurse retention. Healthcare institutions are encouraged to adopt leadership strategies that promote engagement, empowerment, and professional growth to ensure long-term workforce stability.

CONCLUSION

The study concludes that nurse administrator leadership style and work environment significantly influence staff retention intention. Strengthening leadership practices and improving workplace conditions can enhance nurse retention and organizational stability.

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