

Abstract

Background and Purpose: High nurse turnover has numerous negative consequences on patients, staff, and organizations. Nurse leaders who demonstrate transformational leadership (TL) promote nurse retention. Unfortunately, they are often unprepared to practice TL as leadership development programs are limited or unavailable. The purpose of this quality improvement project was to implement and evaluate a transformational leadership development program (TLDP) for new lead clinical nurses (LCNs) to determine if it impacts new LCNs' TL competency, staff nurses' perception of new LCNs' TL behaviors, and staff nurses' turnover intention.

Methods: This project utilized a pre-posttest design. The intervention was a 12-week evidence-based TLDP for new LCNs in a large academic hospital. Participants' leadership competency and staff nurses' perception of their leadership behaviors were measured with the Multifactor Leadership Questionnaire (MLQ-5X). Staff nurses' turnover intention was measured with the Turnover Intention Scale (TIS-6). Analyses included descriptive statistics, Wilcoxon signed-rank tests, and paired t-tests.

Results: Evaluation of new LCNs' TL competency showed increases all five TL subscales. The change in the Inspirational Motivation subscale statistically significant. Evaluation of staff nurses' perception of new LCNs' TL behaviors found small, but not statistically significant, increases in all five TL subscales. Evaluation of staff nurses' turnover intention resulted in a small, but not statistically significant, increase in turnover intention. Despite this change, the score indicated staff nurses' intent to stay in their current position.

Conclusions: New LCNs' participation in an TLDP can impact their TL competency and behaviors as perceived by staff nurses. There is no statistically significant effect of TLDP on staff nurses' turnover intention.

Implications: Hospitals can implement a TLDP to improve LCNs' TL competency and behaviors as perceived by staff nurses. Future research is necessary to determine a TLDP's impact on staff nurses' turnover intention.

Keywords: Transformational leadership, nurse leader, turnover intention, competency, behaviors