

UNIVERSITY OF CAPE COAST

**LEADERSHIP STYLE AND NURSES INTENTION TO QUIT AT
VOLTA REGIONAL HOSPITAL**

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2017

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLE AND NURSES INTENTION TO QUIT AT VOLTA
REGIONAL HOSPITAL

BY

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Dissertation submitted to the Department of Human Resource Management of
the College of Humanities and Legal Studies, University of Cape Coast in
partial fulfilment of the requirements for the award of Master of Business
Administration Degree in Human Resource Management.

SEPTEMBER 2017

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: Emmanuel Teinor

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Prof. Daniel Agyapong

ABSTRACT

Leadership style plays a role in staff intention to quit. The study examined the relationship between leadership styles and nurses' intention to quit at the Volta Regional Hospital. Specifically, the study assessed the perceived leadership style(s), analysed the relationship between transaction leadership style and nurses' intention to quit and also examined the relationship between transformational leadership style and nurses' intention to quit. Descriptive design and the quantitative approach were employed. The sample size of the study was one hundred and sixty-five (165) nurses out of a population of two hundred and sixty-two (262) nurses, which was determined using the Krejcie and Morgan (1970) sample size determination formula. Data were collected using questionnaire. The Multifactor Leadership Questionnaire (MLQ) was used to measure transactional and transformational leadership styles; and that of Nurses intention to quit was a four-item measure by Mobley (1982). The questionnaire assumed a five point Likert scale, from '1 (least agreed) to 5 (highest agreed)'. Questionnaires were self-administered. Simple random sampling technique was used. From the findings, the study concluded that transactional leadership style was the perceived leadership style at the Volta Regional Hospital; transactional leadership style and nurses' intention to quit suggest a positive moderate level of correlation, and transformational leadership style and nurses' intention to quit suggest a negative moderate level of correlation. It was recommended that Volta Regional Hospital should initiate policies that will intensify the need for the individual considerations, inspirations, intellectual stimulations, and personal development of nurses.

ACKNOWLEDGMENTS

My sincere appreciation and gratitude goes to my supervisor, Prof. Daniel Agyapong of the Department of Marketing and Supply Chain Management, School of Business, for his invaluable professional guidance, comments, advice and goodwill with which he guided this work. Sir, I'm so grateful for your time and energy invested in this study.

I am also highly indebted to Dr. Margaret Chebere, Mr. Francis Victor Ekey, Mr. Prince Boni, Ms. Ekui Ablawor Dovlo and Ms. Cindy Mawunyo Lokko whose inspiration, advice and encouragement has provided me the motivation to complete this study. Their belief in me provided me the strength to endure through difficult times. You are not just colleagues but mentors as well! I appreciate you. I further wish to acknowledge my family for the constant love and support that gave me the peace of mind to produce this work. A special thanks to my dear wife Mrs. Naomi Teinor (Arthur) whose continual support and reassurance helped me to persevere through adversity.

Finally, my appreciation would be incomplete without acknowledging the kind support of all the many individuals that made this work successful. Special appreciation goes to Mr. Osman Fuseini Issah whose valuable contributions and inputs are inestimable. All others who supported me in diverse ways are hereby duly acknowledged. Meanwhile, any error(s) in this work remain entirely mine.

DEDICATION

To my beloved father: Alexander Mensah Teinor

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CHAPTER ONE

INTRODUCTION

Employees' intentions to quit have always been a key concern faced by organisations regardless of their location, size or nature of business. Based on a review of the literature, majority of the studies had examined the relationship between leadership style and employees' intention to quit in various fields of industries. This study investigates the relationship of leadership style and nurses' intention to quit at the Volta Regional Hospital. Moreover, the process through which these perceptions operate is also investigated in the light of the regulatory fit theory.

Background to the Study

Leadership plays a crucial role in increasing performance of individuals and organisations across the globe (Sellgren, Ekvall & Tomson, 2007). For the stockholders' best interest, leaders must produce best products and/or services by obtaining, developing and spreading optimal resources of an organisation because they are liable for the improvement and accomplishment of strategic organisational decisions (Gul, Ahmad, Rehman, Shabir & Razzaq, 2012). To be an effective leader, one needs to adopt a relevant style suitable for leading his/her organisation. This is because, the choice of a leadership style determines or highly predicts the performances of employees and invariably organisation (Iqwal, Anwar & Haider, 2015). Therefore, the success and failure of any human resource and organisation are dependent on the type of leadership style(s) of a leader.

Leadership styles are sets of behavioural patterns that are frequently exhibited by a supervisor or leader (Shirzad-Kebria & Shabani-Zanganeh, 2011). Alkahtani (2015) added that, the style of leadership has significant impact on staff morale and invariably their performances thus prompting leaders to adopted different styles as and when needed. These leadership styles comprise autocracy, laissez-faire, democratic, transformational and transactional (Alkahtani, 2015; Odumeru & Ogbonna, 2013; Wells & Peachey, 2010). In the presence of these different leadership styles, supervisors or leaders are expected to employ styles which are suitable to their sector, industry, and even the kind of employees they work with.

Northhouse (2015) stressed that, human resources are very important to organisations and thus expensive since their performances directly affect organisational performances. As such, poor management resulting from poor leadership styles could lead to high quitting intentions among employees. Thus, adopting appropriate leadership styles and employee intentions to quit are two key factors which have been of prime interest to management, policy makers and researchers in recent times (Lu, Wang, Lu, Du & Bakker, 2014; Northhouse, 2015; Ojokuku, Odetayo & Sajuyigbe, 2012). Intentions to quit, for instance, is caused by several factors and notable among them include poor leadership style, job stress, dissatisfaction and poor working conditions (Lu *et al.*, 2015; Puni, Offei & Okoe, 2014).

In the health sector, the activities of every employee (health worker) is very crucial to the development of a country's workforce and economy as a whole (Gul et al. 2012). This is because, the survival of any active workforce is primarily dependent on the healthcare services given to them in times of need.

In this regard, it is very important to keep health workers, especially nurses, very happy and committed to their jobs and this can never be achieved in the presence of poor management as result of poor leadership styles (Muchiri & Cooksey, 2016). A leader has to provide the nurses' what is needed to keep them productive and proceed towards the shared vision, otherwise nurses' will be de-motivated and will have lack of trust if their leaders fail to provide what was promised before.

In developing countries including Ghana, new trends such as globalisation, technology and competitions among organisations including health institutions have created immense pressures on staff (nurses) to work beyond their capabilities toward the successes of their institutions (Negussie & Demissie, 2013). As such, authorities need to ensure that, their talented and trained nurses are retained through adoptions of leadership styles that directly impact on the nurses' feelings about their organisations (Muchiri & Cooksey, 2016). It is therefore imperative for organisations to attract and retain quality nurses and as such, in making nurses' retention decisions, nurses' intention to quit is of importance.

What determines nurses' turnover in Ghana? The answer to this question has great relevance to the nurses who may be thinking about quitting their jobs, and for the authorities who are faced with lack of nurses' continuity. In the Volta regional hospital, for instance, authorities are faced with high costs involved in the induction and training of new recruits, and, not least, issues of organisational productivity as result of some nurses intending to quit and actually quitting the biggest public health institution in the region. While actual quitting behaviour is the primary focus of interest to employers and researchers, intention to quit

of nurses is argued to be a strong surrogate indicator for such behaviour as suggested by the regulatory fit theory (Appolis, 2010; Tonder, 2011).

Statement of the Problem

In Ghana, when employees such as nurses leave their health organisations including Volta regional hospital, it can involve substantial costs such as fees for recruiting and hiring new nurses, the loss of tacit knowledge, and continuity problems (Tetteh & Brenyah, 2016). These nurses usually intend leaving and eventually leave their organisations due to several factors such as excessive work stress, poor family-friendly policies, work-life conflicts and notably poor leadership styles (Tetteh & Brenyah, 2016). It has also been shown that, when talented and trained nurses leave their organisations, it increases the number of inexperienced nurses and this causes psychological distress for residents and also negatively influences health outcomes of patients (Craver, Burkett & Kimsey, 2013; Thamrin, 2012). In view of this, the study sought to examine the relationship between leadership style and nurses' intention to quit at the Volta Regional Hospital.

Despite the presence of literatures on leadership styles, most of them adopted employee performance as the dependent variable (Anyango, 2017; Iqbal, Anwar & Haider, 2015; Githuka, 2017; Kinsambwu, 2016; Lumbasi, K'Aol & Ouma, 2016; Mohiuddin, 2017), while few of them employed intention to quit as the dependent variable (Gwavuya, 2011; Long, Ismail & Jusoh, 2012; Robertson, 2013). Also, few literatures across the globe have focused on transformational and transactional leadership styles (Odumeru & Ogonna, 2013; Tetteh & Brenyah, 2016) although they are the major styles

adopted by organisational leaders in recent times. No literature can directly be found on this topic in Ghana and more precisely, the Volta regional hospital, despite the prevalence of poor service deliveries from nurses as result of perceived intentions to quit. This knowledge gap is where the present study fits.

Purpose of the Study

The study sought to examine the relationship between leadership style and nurses' intention to quit at the Volta Regional Hospital. Specifically, the study sought to:

1. assess the perceived leadership style(s) at Volta Regional Hospital.
2. analyse the relationship between transaction leadership style and nurses' intention to quit at Volta Regional Hospital
3. examine the relationship between transformational leadership style and nurses' intention to quit at Volta Regional Hospital.

Research Questions

The study was guided by the following research questions:

1. What are the perceived leadership style(s) at Volta Regional Hospital?
2. What is the relationship between transactional leadership style and nurses' intention to quit?
3. What is the relationship between transformational leadership style and nurses' intention to quit?

Significance of the Study

The findings of this study are expected to contribute to the volume of knowledge in this area and also serve as a formal document for policy design in this area of interest. Specifically, the findings of this study would serve as a source of scientific and objective information for framing of policies as well as decision making when it comes leadership issues and employees' retention.

Delimitations

The study was carried out as a single case involving Volta regional hospital and as such, other health institutions in the region and country (Ghana) were excluded. Also, the study used nurses at Volta Regional Hospital as the respondents and as such, staff other than nurses were ignored. The study was also centred on Transactional and Transformational leadership styles and thus other styles including democratic, autocratic and laissez-faire were excluded. Other factors which are related to leadership styles but were excluded in the study include employee satisfaction, organisational commitment performance and productivity.

Limitations

The study adopted the two leadership styles that were developed by Bass (1990) as applied in Long, Thean, Ismail and Jusoh (2012) for the measurement of leadership style. Also, nurses' intention to quit was measured using a three-item measure by Mobley (1982).

Organisation of the Study

The study was organised into five chapters. The first chapter dealt with the general introduction of the study, background to the study, statement of the problem, purpose of the study, research questions, significance of the study, delimitations, limitations as well as the organisation of the study. Chapter two also dealt with the literature review and it covered the theoretical framework, empirical review and conceptual framework. Chapter three looked at the research methods: research design; population; sampling procedure; data collection instrument; validity and reliability of instrument; data collection procedure and data processing and analysis. Chapter four also dealt with the presentation of results/findings of the study. Chapter five covered the summary of major findings, conclusions and recommendations. It concluded with suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Leadership style plays a role in staff intention to quit. The study examined the relationship between leadership styles and nurses' intention to quit at the Volta Regional Hospital. This chapter presented reviews of literature related to the study. Specifically, the chapter presented the theoretical review, empirical review and the conceptual framework of the study. Also, key concepts of the study were discussed in this chapter.

Theoretical Review

This section presented the theoretical review of the study in relation to regulatory fit theory and transactional and transformational Leadership Theory. These theories were chosen due to their relativity to the study objectives.

Regulatory Fit Theory

The study adopted the regulatory fit theory to explain the relationship between leadership style and nurses' intention to quit. Regulatory fit theory (Higgins, 2005) is a goal-pursuit theory that places special emphasis on the relation between the motivational orientation of the actor and the manner in which that actor pursues the goal (e.g., the strategic means used by that actor). The central idea of regulatory fit is that an actor's orientation often leads to preferences for certain types of goal-pursuit means (in particular, for those means that will sustain her orientation), and that the actor's experience of goal pursuit differs depending on whether or not these preferred means are used.

When the actor uses the preferred means, she experiences regulatory fit, which can have two effects:

- (i) the actor feels right about what she is doing in the goal-pursuit activity; and
- (ii) there is increased strength of engagement in the goal-pursuit activity.

Regulatory fit theory posits two separate and independent self-regulatory orientations: prevention (transactional leadership style) and promotion (transformational leadership style). A prevention focus emphasizes safety, responsibility, and security needs. A promotion focus emphasizes hopes, accomplishments, and advancement needs. Following regulatory fit theory, individuals experiencing fit from their leader's style may attach more value and importance to their work, and accordingly, be less likely to leave the organization.

In relation to this study, the regulatory fit theory may help leaders identify to need to adopt and use leadership styles that may prevent negative occurrences in the hospital. These negative occurrences may include poor working environment, work overload, poor conditions of services, etc. which may prompt nurses to quit. Thus, adopting preventive leadership styles as proposed by the theory may help reduce intention to quit among nurses. Similarly, the theory may further inform leaders in the organization to use leadership styles that promotes good behaviour/performance among employees. This may be achieved by rewarding good performance, punishing bad behaviour as well as having measures in place for career advancement in the hospital. Doing this may also help reduce the nurses' intention to quit.

Transactional and Transformational Leadership Theory

Transactional leadership according to Bass (2008) focuses on the exchanges that occur between leaders and followers. These exchanges basically come in three (3) forms: contingent rewards, management by exception and laissez-faire (Bass & Avolio, 1995; Bass, 2008). The contingent rewards refer to a leader's ability to clearly define work expectations and use rewards to ensure positive performances. Management by exception also refers to a leader's ability to intervene in problematic situations and Laissez-faire refers to a leader's ability to actively monitor his/her subordinates' works in an ongoing manner and thus ensure that they are working in line with set standards (Bass, 2008; Eisenbeiß & Boerner, 2013).

Bass (2008) stressed that, these exchanges permit leaders to accomplish their performance objectives, complete required tasks, maintain current organisational situations, motivate followers through contractual agreement, direct behaviour of followers toward achievement of established goals, emphasize extrinsic rewards, avoid unnecessary risks, and focus on improve organizational efficiency. Simply put, the transactional theory reveals that, leaders propel performances through rewards which are usually unpredicted and intimidations (Eisenbeiß & Boerner, 2013). Leaders also focus on current works with specific objectives to solve issues and problems and thus provide surprising rewards for efforts and accurate tasks executions.

The essence of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities and as such, rules and regulations are flexible and usually guided by group norms (Bass, 2008). These attributes provide a sense of belonging for the followers as

they can easily identify with the leader and its purpose. Also, transformational leadership allows followers to fulfil their own self-interest, minimise workplace anxiety and concentrate on clear organisational objectives such as increased quality, customer service, reduced costs, and increased production (Pihie, Sadeghi & Elias, 2011).

Studies have revealed four (4) different dimensions of the transformational leadership theory and they include idealised influence, intellectual stimulation, inspirational motivation and individualised consideration (Avolio, Bass & Jung, 1997; Bass & Riggio, 2006; Nicholson, 2007). Avolio *et al.* (1997) stressed that, idealised influence focuses on the formulation and articulation of clear visions, establishment of challenging goals and stimulating followers to work beyond expected standards in bid to enable them achieve organisational objectives. The leaders therefore act as models to their followers based on the admirations, respect and trust they have for the former.

Also, the intellectual stimulation deals with the manager's role in creating and ensuring that this/her subordinates have high sense of innovation and creativity by developing new ways of addressing old issues and/or situations (Bass & Riggio, 2006). The inspirational motivation, on the other hand, focuses on the ways in which managers provide inspirations to their subordinates in order to enable them commit and share their organisation's vision and mission (Bass & Riggio, 2006). They added that, managers who have inspirational motivation create strong sense of team spirits among their subordinates as ways of inspiring them toward the accomplishment of organisational goals.

Finally, the individualised consideration is concerned with the abilities of managers to pay special attention to the need of each subordinate and thus encourage them and also develop high sense of accomplishments (Nicholson, 2007). He added that, managers act as coaches or mentors to their subordinates in the process in order to guide them build career growths. In view of this, the transformational leadership theory explains that, a manager stimulates and incites his/her subordinates to complete extraordinary tasks by focusing on their growths and development and also inciting them to achieve collective goals. Ojokuku, Odetayo and Sajuyigbe (2012) added that, managers redesign motivational tools and strategies to ensure better performances while effecting different actions.

Some criticisms have however been levelled against the theory of transactional and transformational leadership theories. For example, Mahsud (2010) argued that transactional leadership utilizes a one-size-fits-all universal approach to leadership theory construction that ignores situational and contextual factors related organizational challenges. Also, one of the major criticisms against transformational theory is that, it may only be applied to selected individuals, which may lead to abusing of power (Honig, 2001).

Irrespective of the identified criticisms against the theories, in the context of this study, the use of transactional leadership theories by leaders may help motivate employees to achieve performance objectives, cause employees to put up acceptable attitudes to prevent punishment as well as reward good performance/behaviour. In turn, leaders may adopt the transformational leadership style to promote intrinsic motivations among employees. This may

prevent intentions to quit among the nurses since they may feel a sense of belonging and also fulfil their self-interests within acceptable standards/ scope.

The Concept of Leadership Style

Fry (2003) and Amankwaa and Anku-Tsede (2015) observe leadership as a means of identifying strategy to offer inspiring motive and to enhance the staff potential for growth and development. This current study examines leadership style in terms of Transaction and Transformational leadership style (Bass, 1985; Hamstra, Van Yperen, Wisse & Sassenberg, 2011). Transformational leadership style ensures their followers' involvement by envisioning attractive future states, displaying optimism and enthusiasm, empowering them to achieve the vision, and providing the resource necessary for developing their personal potential (Dimaculangan & Aguilin, 2012). This form of leadership style encourages followers to carry out and construe their work in terms of strategic means stressing ideals, optimism, positive expectations, change, eagerness, and an abstract long-term plan.

Indeed, these transformational behaviours fit promotion-focused individuals' directedness at an ideal self (Hamstra *et al.*, 2011). Specifically, transformational leaders are viewed as persons who have powers on employees with individual considerations, inspirations, intellectual stimulations, and personal development (Salter, Harris & McCormack, 2014). The theory of transformational leadership presented that it is related to the effects on organizational commitment (Zehir, Sehitoglu & Erdogan, 2012).

On the other hand, transactional leadership style encourages followers to carry out and construe their work in terms of strategic means stressing rules,

responsibilities, expectations, stability, avoiding errors, and a concrete, short-term plan. Indeed, these transactional behaviours fit prevention-focused individuals' preference to direct goal striving toward obligations and responsibilities (Hamstra *et al.*, 2011). This style of leadership strives to maintain and preserve harmonious working relationships tied with promises on rewards for satisfactory performance (Dessler & Starke, 2012).

However, transactional leadership style is distinct from transformational leadership but not mutually exclusive processes. This assertion is consistent with the position that transactional leadership behaviours augment transformational leadership behaviours (Salter *et. al* 2014) to achieve organizational goals. The transactional leadership style operates on certain fundamental assumptions: (1) people are motivated by reward and punishment; (2) social systems work best with a clear chain of command; (3) when people have agreed to do a job, a part of the deal is that they cede all authority to their manager; and (4) the prime purpose of a subordinate is to do what their manager tells them to do (Amankwaa & Anku-Tsede, 2015).

The Concept of Intention to Quit

Employee intention to quit has received substantial consideration in industrial and organizational psychology (Gul *et al.*, 2012). Intention to quit are the thoughts of the employee regarding voluntarily leaving the organization (Whitman, 1999). Intention to quit have been found to be one of the best predictors of actual quitting (Podsakoff, LePine, & LePine, 2007). Turnover could either be voluntary or involuntary. Voluntary turnover describes the amount of employee turnover that occurs due to the decision of employees to

resign from their positions and voluntarily leave their employers. This is in contrast to involuntary turnover, which is turnover that occurs without the consent of the employee.

Thus, whereas involuntary turnover may be due to long term sickness, death, travel, or employer-initiated termination, voluntary turnover focuses mainly on situations in which employees elect to tender in resignations for various reasons, rather than their appointment being terminated at the discretion of an employer (Amankwaa & Anku-Tsedee, 2015). Consequently, the theoretical framework considers factors influencing intention to quit rather than actual turnover. High employee intention to quit may have indirect negative influences at work in the form of withdrawal, i.e. declining participation in a job (Dotse & Asumeng, 2014).

Empirical Review

This section presented the reviews of related literatures in relation the research objectives of the study. therefore, the reviews covered literatures on transactional and transformation leadership styles and intention to quit.

Transactional Leadership Style, Transformational leadership style and Intention to Quit

Young (2011) did a quantitative correlational study is to determine if employees' intentions to resign vary depending on generational cohort classification of age or values, and to determine if the relationship between perceived leadership styles and intention to quit are moderated by generational classification (age or values) among licensed physical therapists (LPTs) in the United States. The study was underpinned by the Regulatory fit theory. Also,

the study included four research questions and responses from 137 randomly selected LPTs. Hypothesis 1 was tested using Pearson's correlation coefficient. Hypothesis 2 was tested using stepwise multiple regression analysis. Hypotheses 3 and 4 were tested using multiple linear regression analysis.

From Young's (2011) study, the findings reveal that, two of the interactions are statistically significant. The interaction between age and perceived leadership styles in modelling the employee's intention to quit scored ($p = 0.005$) which is statistically significant and this suggested that, age moderates the relationship between anticipated intentions to quit and leadership style. It was therefore concluded that, leadership styles are major predictors of intentions to quit among licensed physical therapists (LPTs) in the United States.

Dimaculangan and Aguilin (2012) examine the direct and indirect effects of transformational leadership on salesperson's intention to quit through ethical climate, person-organization-fit, and organizational commitment. The study employed the quantitative approach and focused on the explanatory research design. Drawing on data from 387 salespeople from six companies from the pharmaceutical, real estate, and food and beverage industries, a latent variable model was tested using structural equation modelling with the use of AMOS version 19. A survey questionnaire was used to gather the data while multi-stage sampling was utilized to choose the respondents. The results indicate that (1) transformational leadership was found to directly decrease intention to quit, and (2) indirectly reduce intention to quit through perceived ethical climate, person-organization-fit, and organizational commitment.

The study of Pieterse-Landman (2012) attempted to gain some insights into the relationships between perceived leader behaviour, employee engagement, job characteristics and employee intention to quit by testing a conceptual model of hypothesized relationships derived from research on the body of literature relating to these constructs. A non-experimental quantitative research design was applied using a sample of managers in a local JSE listed manufacturing organisation (n = 185). The study was underpinned by Theory X and Y. Also, participants completed a questionnaire that measured the perceived presence of the transformational leadership style, experienced work engagement, perceived motivating potential of work and employee intention to quit.

Pieterse-Landman (2012) employed descriptive statistical tools such frequencies, percentages and inferential tool precisely correlation to analyse the data. The results indicate that, there are significant positive relationships between transformational leadership and employee engagement, the motivating potential of a job and employee engagement, and transformational leadership and the motivating potential of a job. Also significant negative relationships exist between transformational leadership and intention to quit, and employee engagement and intention to quit.

Also, due to the persistent problems faced by organisations in relation to employee turnover intentions, Long, Thean, Ismail and Jusoh (2012) conducted their study on leadership styles and employees' turnover intention of the academic staff in a community college in Malaysia. The study adopted the quantitative approach and focused on the descriptive survey design. Using structured questionnaires to collect data from an unknown population and

sample size, analysis of the data obtained were done through correlation. The study's results revealed that, although transactional and transformational leadership styles were found to have negative relationship with employee turnover intention, the correlation of the two variables are not significant.

Also, Gul, Ahmad, Rehman, Shabir and Razzaq (2012) carried out a research which aimed to investigate the association between leadership styles, organisational commitment and intentions to quit. In particular, their study focuses on the mediation effect of organisational commitment on the association between styles of leadership and intentions to quit. The study adopted the quantitative approach and used the descriptive survey design. The study was underpinned by Theory X and Y and one hundred and seventy (170) questionnaires were distributed to respondents of which one hundred and twenty-one (121) questionnaires were returned, indicating a response rate of (71.2%).

In Gul *et al.*'s (2012) study, the population of their study consisted of the insurance sector of Pakistan targeting employees working at different hierarchal level comprising non-managerial and managerial levels including upper, middle, and lower level management. The data analysis was done using correlation and it was found that, there is negative insignificant association between intentions to quit and transactional and transformational leadership styles. This implies that, the style of leadership being transactional or transformational do not determine employees' intention to quit.

Liu, Cai, Li, Shi and Fang (2013) also studied how an approach of culturally-specific human resource management (C-HRM) should moderate the relationship between leadership style and employee turnover. The study

adopted the quantitative method and the correlational cross section survey design. Collecting empirical data from firms in different regions of China using surveyed questionnaires, the data were analysed using inferential statistical tools such as correlation and regression and it was found that, a leadership style, i.e. leader-member exchange (LMX), can have a significant effect on employee turnover.

Moreover, Liu *et al.*'s (2013) study also found that, the effect of LMX can be moderated by the C-HRM-oriented approach. The paper concludes that, there exist both the direct effect and interactive effect of LMX on employees' organisation identity, which in turn affects their turnover. Moreover, collectivism-oriented HRM (C-HRM) moderates the relationship between LMX and employees' organisation identity. Other conditions being equal, the higher the C-HRM, the stronger is the positive relationship between LMX and organization identity.

Robertson (2013) carried out a study that revealed the relationship between leadership styles and the intention to quit among pastors of District 9 Baptist Association of the Southern Baptist Association of North Carolina. The study adopted the quantitative approach and descriptive survey design. No theory was employed to underpin the study, but, however, data was collected from 31 pastors using the Leadership Practices Inventory, the Anticipated Turnover Scale, and a demographic questionnaire. Full-time and bi-vocational pastors participated in the research, rating their leadership styles and their intention to quit the ministry. Analysing data through correlation, the research indicated no significant relationship between leadership styles and intention to quit.

Hamstra, Van Yperen, Wisse and Sassenberg (2014) conducted a study on transformational and transactional leaderships and followers' achievement goals. The study also looked at the relationships among transformational and transactional leaderships and intention to quit. Employing the quantitative approach and causal design, the study was underpinned by the Path Goal theory of Leadership. The population size, sample size and the sampling techniques were not discussed in the study. However, the study collected data using survey questionnaires and analysed them using correlation. The study's results showed that, transformational leadership reduced intentions to quit for highly promotion-focused followers, whereas transactional leadership reduced intentions to quit for highly prevention-focused followers.

In the study of Caillier (2014), a causal model was developed to explore how transformational leadership and mission valence interact to influence turnover intentions and extra-role behaviours. The study employed the quantitative approach and focused on the explanatory research design although no theory was employed to underpin the study. The model was tested using survey data from U.S. public sector employees. The survey data was then analysed using correlation and regression tools. The results showed that, transformational leadership had a direct, negative association with turnover intentions. Furthermore, the relationship between transformational leadership and turnover intentions was partially mediated by mission valence, whereas the relationship between transformational leadership and extra-role behaviours were fully mediated by mission valence.

Sithole and Sudha (2014) conducted a study which sought to understand the relation between the transactional leadership style and employee turnover

intentions. The factors considered by employees as reasons for turnover intentions were also to be determined. The study employed the quantitative method and descriptive survey design, but, however, it was not underpinned by any theory. From the population of software engineers working in Information Technology organisations, a sample of 180 software engineers was taken for the study although the population size was not given. A well-structured questionnaire was distributed and the responses were recorded. A statistical tool precisely correlation was employed to analyse the data and the results reveal that, there is a positive relation between the transactional leadership style and employee turnover intentions.

Henriques (2015) did a work to gain a better understanding and to examine the relationship of trust-in-leadership (TIL) and intention to quit (ITQ) and the effects on ET within a financial institution in South Africa. A quantitative research approach was used to determine the extent of the relationship between TIL and ITQ among staff, where a cross-sectional field survey generated the primary research data for this study. An online survey consisting of 19 questions was e-mailed to all 400 employees within a financial institution within South Africa staff and correlation was employed to analyse the data. The study's results showed a significant negative relationship between TIL and ITQ. It was concluded that, as TIL increases, ITQ decreases by the same margin.

Lomalinda (2015) in his quantitative correlation study examined the relationship between leadership styles and employee turnover intentions in higher education. The study employed the quantitative method and focused on the descriptive survey design. unfortunately, the study was not underpinned by

a theory. The participants were full-time employees from a public community college in the state of Hawaii but the population size coupled with the sample size were not provided. The Multifactor Leadership Questionnaire (MLQ Form 5X-Short) was completed by employees to measure their perceptions of transformational and transactional leadership behaviours of their leaders. The Turnover Intention Scale was administered to employees to measure their intention to leave the institution.

In Lomalinda's (2015) study, a demographic survey was used to help describe the demographic information from a sample of respondents. Survey responses were analysed using descriptive statistics and Pearson correlation analysis. The data were numerically reported, using p-values and the correlation coefficient to show the strength of the variable relationships. The study results showed no statistical significance in correlations in four transformational leadership dimensions and employee turnover intentions. The study's results showed no significant correlations in two transactional leadership dimensions and employee turnover intentions. However, strong positive correlation was found between passive management by exception of transactional leadership style and employee turnover intention. The study results indicate that employees prefer leaders whose leadership styles are perceived as transactional.

Furthermore, Amankwaa and Anku-Tsede (2015) examined the influence of transformational leadership behaviours on employee intention to quit with the moderating effect of alternative job opportunity. The study was quantitative in nature and as such, a cross-sectional, descriptive, correlational survey design was adopted for the paper, with a multi-stage sampling approach used in selecting three hundred and five (305) employees from banks in Ghana.

the study was underpinned the regulatory fit theory. Also, correlational and hierarchical regression analytical procedures were used to test the hypotheses. Transformational leadership behaviours were found to be negatively related to employees' voluntary organisational intention to quit but the availability of alternative job opportunities did not moderate the transformational leadership-turnover intention nexus.

Gyensare, Anku-Tsede, Sanda and Okpoti, (2016) in their paper investigated the impact of transformational leadership on employee turnover intention through the mediating role of affective commitment using structural equation modelling (SEM) with maximum likelihood (ML) estimation. As such, the study employed the quantitative approach and utilised the explanatory survey design. The study was not underpinned by any theory likewise the population size, sample size and sampling techniques were not indicated. However, using a sample of employees from the private sector organisations in Ghana, questionnaires were used to obtain data from them.

Using SEM, results from Gyensare *et al.*'s (2016) study showed that, affective commitment would decline workers' quitting intention and serves to promote a degree of trust and willingness to follow their leaders' philosophy, ideology, vision and guidance in the organisation. Hence, affective commitment fully mediates the relationship between transformational leadership and employee turnover intention. Thus, it was recommended that, to help lessen employees quitting intentions, both middle and top level managers should endeavour to create an atmosphere of trust, admiration, loyalty, and respect for their employees.

Puni, Agyemang and Asamoah (2016) examined the quantitative study on the relationship between leadership style, employee turnover intentions, and counterproductive work behaviours (CWB) using a cross sectional survey design by purposively sampling eight (8) branches of one of Ghana's premier banks and conveniently selecting 170 respondents. No theory was adopted to underpin the study, but, however, data was solicited by means of a questionnaire adapted from (Tebele, 2013) and measured on 5-point Likert- scale. The data were analysed using inter-correlation matrix to establish the relationship between the study variables.

The result from Puni *et al.*'s (2016) study showed a significant positive association between autocratic leadership style, employee turnover intentions, and counterproductive work behaviour but exposed significant negative connection between democratic leadership styles, employee turnover intentions, and CWB. Laissez faire leadership style indicated significant negative relationship with turnover intentions but significant positive correlation with CWB implying that subordinates under laissez faire leaders will show less turnover intentions but more CWBs due to the apathetic attitude showed by the leader.

Also, the Puni *et al.*'s (2016) study revealed that, employee under autocratic leaders are more prone to CWBs and intentions to quit job mainly as a result of the leaders over emphasis on production than people. Workers under democratic leadership style are less likely to involve in turnover intentions and CWBs due to the collective decision-making approach of the leader. The study recommends leadership training in team building and participatory decision making competence of leaders to minimize employee turnover intentions and

CWBs. This finding was in line with Halim, Mohammed, Romle, Zain and Shahuri (2015) who also confirmed that, leadership styles have significant influence on the employee turnover intention in an organisation.

To support the contention that immediate managers' transformational leadership style might reduce turnover intention through the employees' trust in their manager and their perceived job performance, Ariyabuddhiphongs and Kahn (2017) conducted a quantitative study among 187 employees of cafés in Bangkok. The underlying hypothesis of the study was that transformational leadership would negatively predict turnover intention and that trust and job performance would mediate the relationship between transformational leadership and turnover intention.

In view of this, Ariyabuddhiphongs and Kahn's (2017) study employed the descriptive survey design and it was underpinned by the Path Goal theory of Leadership. Using questionnaires to obtain data, analysis was done using correlation and regression statistical tools and at the end of the study, transformational leadership had an impact to reduce turnover intention. The study concluded that, organisations may benefit from development programs to instil transformational leadership style among their immediate managers.

Summary of Research Gap

From empirical review, no literature was found in the hospital sector with regard to leadership style and nurses' intention to quit; most of the works in this area was mainly foreign oriented or based; lastly, literature revealed inconsistent findings among the works conducted in this area (some depicting significant negative influence, others showed significant positive relationship

and some indicated no relationship at all). It is however evident that, turnover intentions are costly to organisations irrespective of its type, size, and location. This was in agreement with Kumar, Ramendran and Yacob (2012) who contended that, turnover causes organisations to lose sales due to the amounts involved in recruiting and selecting new employees not alienating the cost of training them to acquire the requisite skills and expertise. This shows the dire effects of turnover on organisations as seen in the literature as presented above.

Conceptual Framework

This section presented the conceptual framework of the study in relation to the study's objectives. This framework displayed a pictorial view of the study's objectives in bid to provide in-depth understanding of the study's variables. The framework showed how the study's variables (independent and dependent) were linked. The framework was presented in Figure 1.

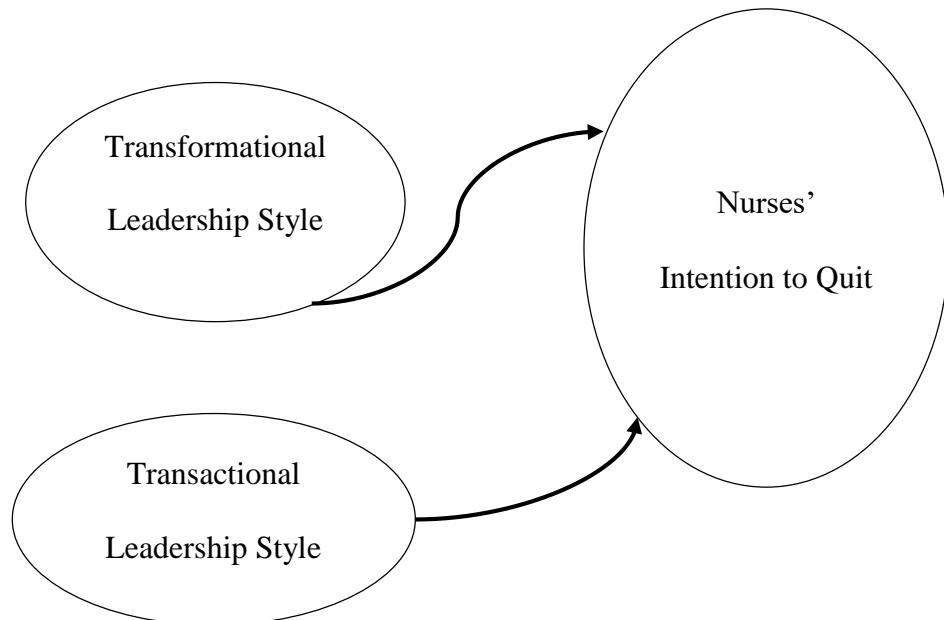


Figure 1: Conceptual framework of the Study
Source: Author's Own Construct (2017)

From Figure 1, it could be seen that, leadership styles as the independent variable was presented by transformational leadership style and transactional leadership style, whereas the dependent variable was presented by intention to quit. This explains that, there exists a relationship between the two (2) leadership styles and intention to quit among nurses. Thus, the leadership styles adopted by supervisors have a direct relationship, either positive or negative, with intention to quit among nurses. As such, the strength (strong, moderate or weak) of the relationship coupled with the magnitude could influence nurses to either stay or quit their jobs.

CHAPTER THREE

RESEARCH METHODS

This chapter of the work looked at the research design; study area, population; sampling procedure; data collection instrument; validity and reliability of instrument; data collection procedure; ethical considerations and data processing and analysis.

Research Design

Creswell and Creswell (2014) suggested that, the choice of a research design is primarily dependent on the approach adopted. They defined a research approach as the ways in which the research objectives are approached in order to achieve its intended purpose. They revealed three (3) major approaches: quantitative, qualitative and mixed approaches. For the purpose of the study, the quantitative approach was adopted because this approach highlights quantification in the collection and analysis of data. It also integrates the practices and norms of the natural scientific model and positivism in particular and embodies social reality views as an external objective reality. The study examined the relationship between two variables (leadership style and intention to quit) which requires quantification and objectiveness of responses.

In view of this, the study employed the descriptive research design despite the availability of other designs such as exploratory, case study, among others (Bernard, 2017). The descriptive research design was chosen for the study because relationships and influences among the variables of the study needs to be described using numerical analysis. From the research objectives,

relationships were examined and this were achieved through the use of numerical analysis obtained from the quantitative approach.

Study Area

The Volta Regional Hospital is a 240-bed capacity ultra-modern Hospital owned by the government of Ghana and serves as a regional referral Hospital for the Volta Region. It was constructed by Kaevener Constructional International of United Kingdom and handed over to the Government of Ghana in November 1998. The Hospital offers the following services; OPD Services, In-patient Services, Surgical services including Orthopaedics, Obstetrics and Gynaecology, Internal Medicine, Child Health, Dental Care, Ear, Nose and Throat, Eye Care, Mental Health, Accident and Emergency, Pharmacy, Radiology and Imaging, Physiotherapy Services, Public Health Services, Laboratory Services, Blood Bank and Transfusion Services.

Also, Dialysis, Maxillofacial services, Neurological Services, and MRI services have recently been included in the line of clinical services offered by the Hospital. Other services include Hospital Administration, Catering and Cafeteria Services, Laundry Services, Social Welfare, Environmental Health, Stores and Supplies, Health information (Medical Records) and Mortuary. The Hospitals bed capacity is 240 but currently, 236 beds are in use largely due to inadequate facilities/space. The management has plans to increase the bed usage to about 300 with the addition of new services and creation or maximization of space.

The Hospital has a Seven-member Management Team headed by the Medical Director assisted by the Deputy Chief Health Services Administrator

who is the Head of the Administration, the Deputy Director of Nursing Services in-charge of nursing services, the Chief Accountant, who is the Head of the Finance and the Deputy Director of Pharmaceutical Services who is the Head of the Pharmacy Department. The Volta Regional Hospital is strategically located to provide specialized health services to the people of the Volta Region and beyond. It has in the past has been adjudged the neatest hospital in Ghana, been acclaimed a baby friendly hospital, and is currently a centre for training of medical and paramedical personnel and is currently earmarked for upgrading as a teaching hospital.

The total staff strength of the Volta Regional Hospital as at 30th August, 2016 was 645 which includes nurses. The activities of these staff, especially the nurses, are vital to the growth and development of the hospital, the region, country and even neighbouring countries. The hospital is known to be patronised by clients from the Republic of Togo, Benin and the Federal Republic of Nigeria and not forgetting Ghana. In this line, the hospital is regarded as one of the most highly patronised health care organisation in the region and country. Thus, it is expected of their staff to always provide timely services to clients and patients who attend the hospital and this can never be achieved in the midst of poor management resulting from poor leadership style. Based on the popularity of the study, nearness to obtaining objective and relevant information, it was relevant to conduct this study in this area.

Population

The target population of the study were nurses at the Volta Regional Hospital. The Volta Regional Hospital has two hundred and sixty-two (262)

nurses on payroll which is characterised by both male and female nurses of differing ages (20-59 years) and working experiences (1-25 years). All these differing demographic characteristics were included in order to obtain, as best as possible, equal representation of nurses in bid to obtain reliable data from the population.

Sampling Procedure

The sample size of the study was one hundred and sixty-five (165) nurses which was determined using the Krejcie and Morgan (1970) sample size determination formula. The study took a sample from the population primarily because of the difficulties associated with obtaining data from all members in the population due to its large size. Moreover, the simple random sampling technique was used to select members from the population to represent the sample. This technique was employed to ensure that each member of the population had equal chance of being selected in order to avoid bias. It is also a form of probability sampling technique which is most suitable for quantitative study. Using this technique, all the nurses in the hospital's database were assigned numbers and these numbers were randomly selected without replacement until the sample size was achieved.

Data Collection Instrument

The study used primary data and thus, data for the study was collected through the use of a closed ended structured questionnaire. A questionnaire was selected for the study because it is a self-report measure which guarantee confidentiality and therefore likely to elicit more openness in response with regards to the kinds of information required from the respondents. The

questionnaire assumed a five-point rating scale, from “1 (least agreed) to 5 (highest agreed).” The questionnaire was divided into three sections. Section A captured the demographics, section B looked on leadership styles and the section C looked on nurses’ intentions to quit. Questionnaires were self-administered.

The Multifactor Leadership Questionnaire (MLQ) was adopted to measure transactional and transformational leadership styles. This questionnaire has been widely used by different scholars (Avolio *et al.*, 1997; Bass & Riggio, 2006; Nicolson, 2007; Northouse, 2010; Richard and Brenyah, 2016). Transformational leadership style is measured using 5 factors: (a) Idealised Influence (attributed), b) Idealized Influence (behaviour), (c) Inspirational Motivation, (d) Intellectual Stimulation and (e) Individual Consideration. Transactional leadership style is measured using 3 factors: (a) Contingent Reward, (b) Management-by Exception (passive), (c) Management-by-Exception (active) and Laissez-Faire. The MLQ consists of 21 questions each using 5-point Likert scale (1 “least agree” to 5 “highest agree” and have been set into each of the seven factors.

Measurement of Nurses Intention to Quit: Nurses intention to quit was be measured using a four-item measure by Mobley (1982) as applied in the work (Long, Thean, Ismail, & Jusoh, 2012). These four items are (1) I think a lot about leaving quitting my present job, (2) I will probably look for a new job in the next year and (3) As soon as possible, I will leave the organization and (4) If I could choose again, I would choose to work for the current organization. 5-point Likert Scaling was used ranging from 1= “Least agree” to 5= “highest agree”.

Validity and Reliability of Instrument

To ensure validity, questionnaires were pilot tested to forty (40) nurses in the Peki Government Hospital. The Cronbach Alpha was (.821) which indicated that the data collection instrument was appropriate and thus measured what it was intended to measure. This is because, the coefficient which is considered very respectable and capable of helping a researcher obtain the relevant data should be above 0.70 (Creswell & Creswell, 2014). The pre-test also helped in testing the consistency of the questions with data analysis techniques and it further helped in refining and rewording ambiguous statements and the order of questions restructured. In view of this, the validity and reliability of the research instrument were ensured and achieved.

Ethical Considerations

Some general agreements have been shared by researchers about what is proper and improper in the conduct of scientific inquiry (Saunders, Lewis & Thornhill, 2009). To ensure ethical clearance, the study obtained permission letter from the university which was sent to the Volta Regional Health Directorate and Management of the Volta Regional Hospital for permission to conduct this work in the study area. After obtaining permission, the respondents were adequately educated about what was being investigated and this heightened the chances of their participation. Also, the respondents were assured of complete anonymity and confidentiality. Confidentiality, for instance, was achieved by assuring respondents that the study was pursuing a genuine academic exercise devoid of any deception, leak of information to their management and general public.

Data Processing and Analysis

The questionnaires collected from the respondents were coded and inputted into the Statistical Package for Social Sciences Version 22 (SPSS 22) for the processing of data. The data was analysed using descriptive statistics and correlation analysis. The results were presented in frequencies, percentages, means and standard deviations which were displayed in tables and figures. These analytical tools were chosen due to the objectives of the study and the variables of measurement. General assumptions of statistical tools include homogeneity of variance, linearity of data, independence of data, sample adequacy (≥ 30) and normality of the data (Brown, 2014; Creswell & Creswell, 2014; Little & Rubin, 2014).

Chapter Summary

This chapter presented the research methods employed to achieve the purpose of this study. Specifically, the chapter discussed the key elements of research methods employed in the study such as research approach, design, study area, population, sampling procedure, data collection instrument, data collection procedures, data processing and analysis. Clearly, the study justified the use of quantitative research approach and descriptive research design. The chapter revealed that, both descriptive and inferential statistical tools such as percentages, frequencies, means, standard deviations and correlation were used to analyse the data processed by SPSS (v.22) in bid to answer the research questions of the study. Finally, the assumptions underlying the use of statistical tools were also presented.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the presentation and discussion of the research findings in tabular formats. It presents how the research objectives are addressed by interrogating the responses from the survey conducted. It also analyses the various findings in respect to some related theoretical perspectives.

Demographics of Respondents

This section of the study presents the demographics of the respondents. The demographics include gender, age and education of the respondents.

Table 1: Demographics of Respondents

Demographic variables	Frequency	Percent (%)
Gender		
Male	62	38
Female	103	62
Age		
18-24	18	11
25-34	98	59
35-44	29	18
45-54	12	7
55 and above	8	5
Education		
Certificate	49	30
Diploma	67	41
Advance diploma	12	7
First Degree	33	20
Others	4	2

Source: Field survey, Teinor (2017)

Table 1 presents the demographic variables of respondents. From the table, it can be seen that, 62 of the respondents representing (38%) are male and 103 representing (62%) are female. This implies the female nurses are more than the male nurses. With regards to the ages of respondents, 18 of the respondents representing (11%) are within the age bracket 18-24 years, 98 of the respondents representing (59%) are within the age bracket of 25-34 years; 29 respondents representing (18%) are within the age bracket 35-44 years, 12 respondents representing (7%) are within the age bracket 45-54 years, and 8 respondents representing (5%) are 55 years and above. This is an indication that, the hospital has a youthful population of nurses.

With respect to the level of education of the respondents, 49 of the respondents representing (30%) are WASSEC certificate holders; 67 of the respondents representing (41%) are diploma certificate holders; 12 of the respondents representing (7%) are advance diploma certificate holders; 33 of the respondents are first degree holders, and 4 of the respondents representing (2%) of the respondents hold other post graduate certificates. This therefore means that majority of the respondents have attained tertiary education.

Assess the perceived leadership style(s) at Volta Regional Hospital

The first objective was to assess the perceived leadership style at the Volta Regional Hospital. Leadership styles as stated in this study was measured using transactional leadership characteristics and transformational leadership characteristics. These were further divided into several groups and specifically, transactional leadership characteristics was divided in three parts; Contingent Reward, Management-by Exception, and Laissez-Faire and transformational

leadership characteristics was divided into four parts; Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration. these constructs were used to measure leadership styles.

Table 2: Descriptive Statistics for transactional leadership style

Transactional Leadership	Mean	Std. Deviation
Contingent Reward	2.463	.580
Management-by Exception	2.564	.622
Laissez-Faire	2.473	.563

Source: Field survey, Teinor (2017)

From Table 2, it can be seen that management -by-exception was the highest ranked construct of the transactional leadership with a mean of 2.564 and a standard deviation of 0.622, this was followed by laissez-faire with an average of 2.473 and a standard deviation of 0.563, lastly with an average of 2.463 and a standard deviation of 0.580 is the contingent reward. This implies that, Management-by-Exception which assesses whether the leader can tell others the job requirements, whether he or she is content with the standard performance and is a believer of “if it isn’t broke don’t fix it” is the most perceived transactional leadership style. Laissez-Faire leadership measures whether you require little of others, are content to let things ride, and let others do their own thing.

Contingent Reward shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognise their accomplishment. Hence from Table 2, the results which indicate that leadership at Volta Regional Hospital assesses whether the leader can tell others the job requirements, whether he or she is content with the standard

performance of job done and is a believer of “if it isn’t broke don’t fix it”, thus making Use of Management-by-Exception. This was in line with findings by (Bass, 2008; Eisenbeiß & Boerner, 2013). Eisenbeiß and Boerner, for instance, revealed that, Management-by-Exception is an important leadership style since one leader’s ability to intervene in problematic situations is vital for the growth and development of employees and the organisation as a whole.

Table 3: Descriptive Statistics for transformational leadership style

Transformational Leadership	Mean	Std. Deviation
Idealized Influence	2.584	.749
Inspirational Motivation	2.558	.734
Intellectual Stimulation	2.556	.692
Individual Consideration	2.420	.685

Source: Field survey, Teinor (2017)

Table 3 shows the descriptive statistics of transformational leadership style. It can be seen that, Idealised Influence which indicates whether a leader holds subordinates’ trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model, had an average of 2.584 and a standard deviation of 0.749. This was followed by Inspirational Motivation which measures the degree to which a leader provides a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant had a mean of 2.558 and a standard deviation of 0.734.

Intellectual Stimulation with a mean of 2.556 and a standard deviation of 0.692 shows the degree to which a leader encourages others to be creative in looking at old problems in new ways, create an environment that is tolerant of

seemingly extreme positions, and nurture people to question their own values and beliefs of those of the organisation. Individual Consideration was the construct with the lowest mean of 2.420 and a standard deviation of 0.685. This indicates the degree to which a leader shows interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the organisation. This implies that in Volta Regional Hospital, under transformational leadership style, leaders hold their subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role models.

This finding was also in line with propositions by (Avolio *et al.*, 1997; Bass & Riggio, 2006; Nicholson, 2007). Avolio *et al.* (1997), for instance, stressed that, idealised influence focuses on the formulation and articulation of clear visions, establishment of challenging goals and stimulating followers to work beyond expected standards in bid to enable them achieve organisational objectives. As such, this form of transformational leadership is very vital to leaders since those with idealised influence are able to lead well and thus assist employees accomplish organisational targets.

Table 4: Descriptive Statistics for leadership styles

	Mean	Std. Deviation
Transactional leadership style	2.50	.417
Transformational leadership style	2.529	.589

Source: Field survey, Teinor (2017)

Table 4 shows the leadership styles at the Volta Regional Hospital. It can be seen that, the leadership style mostly employed by the hospital is the transformational leadership style with a mean of 2.529 and a standard deviation

of 0.589, while transactional leadership is less used at the hospital with a mean of 2.5 and a standard deviation of 0.417. The transformational leadership style holds subordinates trust, act as their role model, provides them with a vision to work towards, makes them feel significant, encourages them to be creative and knows each individual's capabilities and assign tasks with that in mind. It is to note that, the study's finding was in line with studies by (Ariyabuddhipongs & Kahn, 2017; Gyensare *et al.*, 2016).

Transaction leadership style and nurses' intention to quit

This objective looks at the relationship between transactional leadership style of Volta regional Hospital and nurses' intention to quit. The analysis was done using correlation and its assumptions were stated in the previous chapter. A graph was plotted after the computation of the individual indicators measuring transactional leadership style and nurses' intention to quit into two variables TSL (transactional leadership style) and TItQ (total nurses' intention to quit) and this is seen in Figure 2. Figure 2 shows the graphical presentation of the relationship between the transactional leadership style and nurses' intention to quit. The line in the middle is the regression line which attempts to predict the relationship between the two variables.

The line shows that there is a linear relationship between transactional leadership style and nurses' intention to quit with an intercept of 2.05 and a slope of 0.18. There are two straight line on the sides of the regression line which depicts the confidence interval used for assessing the significance of this objective. It can be seen from Table 5 that, the relationship between the two variables were significant at $p \geq 0.1$, a confidence interval of 90% was used in

plotting the two straight lines. This implies that, majority of the indicators used to measure the variables were all within the confidence interval range with one outside the line which was an outlier. R^2 which is the coefficient of determination was 0.008.

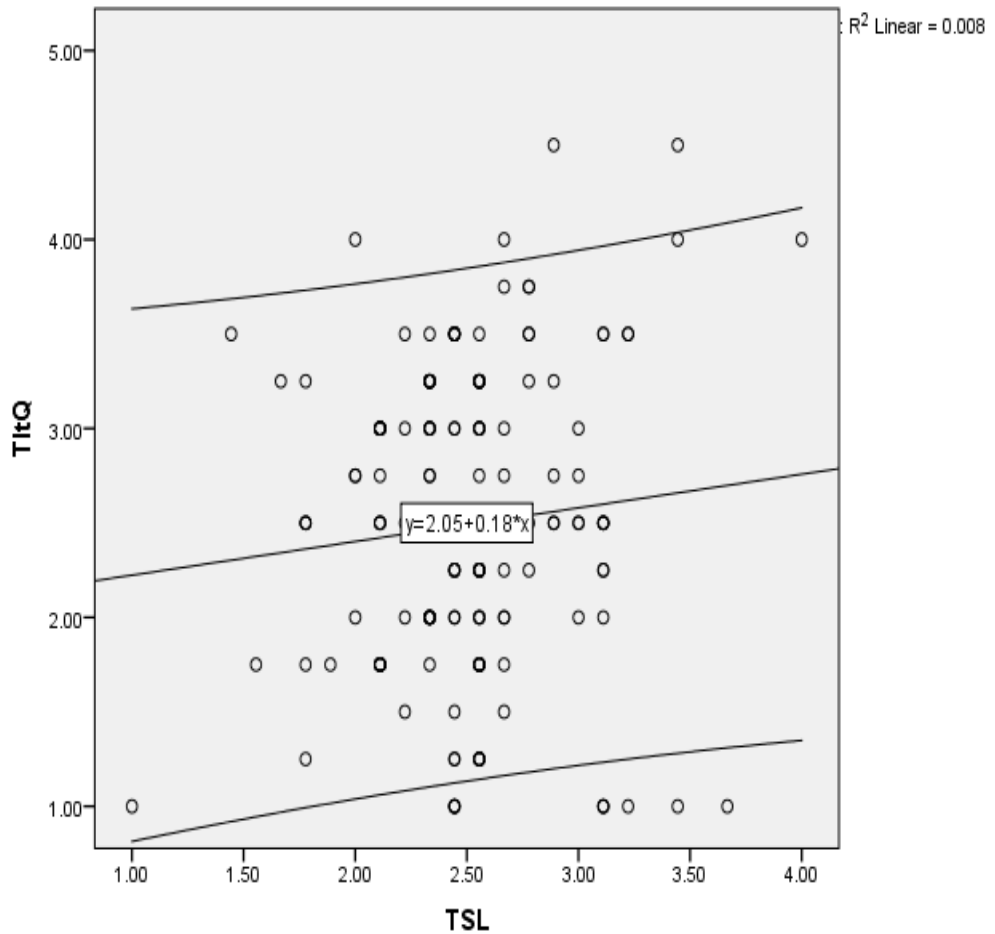


Figure 2: Relationship between transactional leadership style and nurses' intention to quit

Source: Field survey, Teinor (2017)

Table 5: Transactional leadership style and nurses' intention to quit

		transactional leadership style	intention to quit
transactional leadership style	Pearson Correlation	1	.091
	N	165	165
intention to quit	Pearson Correlation	.091	1
	N	165	165

Source: Field survey, Teinor (2017)

Table 5 gives details of the relationship between transactional leadership style and nurses' intention to quit at the Volta regional Hospital. It shows the strength of the relationship between the two variables. The correlation coefficient (r) using Pearson product moment correlation was 0.091 significant at $\rho \geq 0.1$. This indicates a positive relationship between transactional leadership style and nurses' intention to quit and the strength of this relationship is low (Cohen, 1988). Hence, an increase in transactional leadership style will lead to a low increase in the nurses' intention to quit and a decrease in transactional leadership style will lead to a low reduction in the nurses' intention to quit.

This finding was in line with a finding by Hamstra *et al.* (2011), who revealed that, the use of surprising rewards alone to improve employees' performance could produce negative results when these employees are not motivated by these rewards. Also, this finding is in line with Sithole and Sudha (2014) who found a positive relationship between the transactional leadership style and employee turnover intentions. However, the finding contravened Dessler and Starke's (2012) finding, because they stressed that, this style of leadership strives to maintain and preserve harmonious working relationships

tied with promises on rewards for satisfactory performance as such, its absence could create intention to quit.

Transformational leadership style and nurses' intention to quit

The relationship between transformational leadership style of Volta regional Hospital and nurses' intention to quit was examined in this objective. The analysis was done using correlation and its assumptions were stated in the previous chapter. A scatter graph was plotted after the computation of the individual indicators and constructs measuring transformational leadership style and nurses' intention to quit into two variables TFL (transformational leadership style) and TIItQ (total nurses' intention to quit). The relationship between these variables can be seen in Figure 3. Figure 3 shows the graphical presentation of the relationship between the transformational leadership style and nurses' intention to quit. The line in the middle is the regression line which attempts to predict the relationship between the two variables.

Moreover, the line shows that there is a linear relationship between transformational leadership style and nurses' intention to quit with an intercept of 2.98 and a slope of 0.19. There are two straight line on the sides of the regression line which depicts the confidence interval used for assessing the significance of this objective. It can be seen from table 6 that the relationship between the two variables were significant at $p \leq 0.1$, a confidence interval of 90% was used in plotting the two straight lines. This implies that majority of the indicators used to measure the variables were all within the confidence interval range with one outside the line which is an outlier. R^2 which is the coefficient of determination is 0.019.

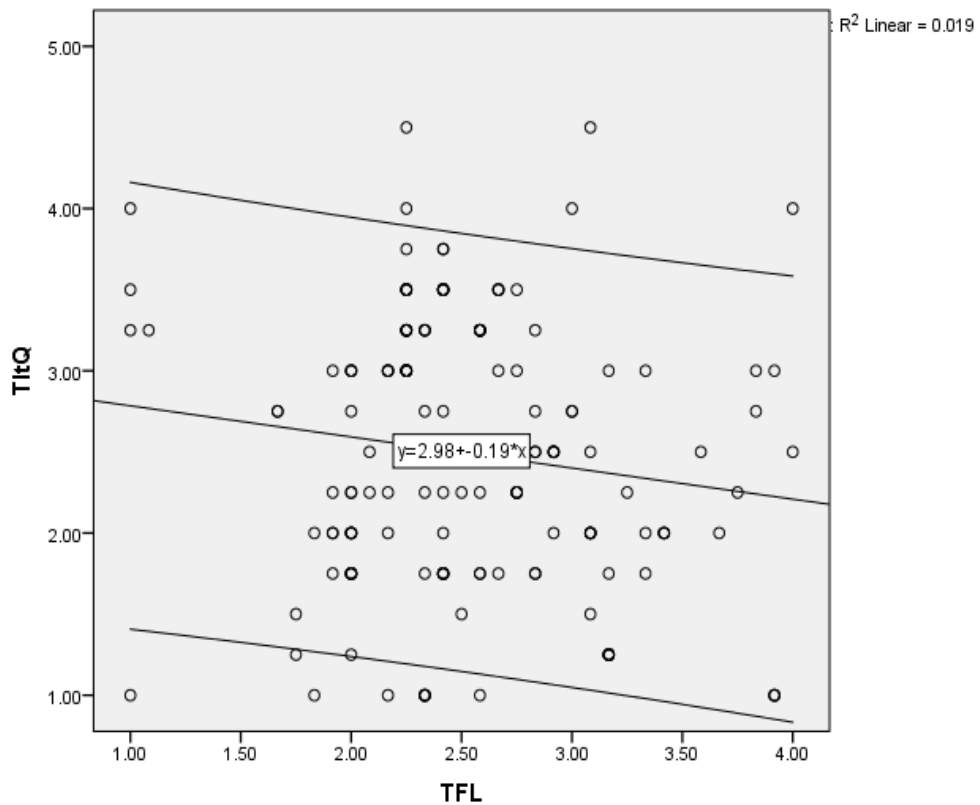


Figure 3: Relationship between transformational leadership style and nurses' intention to quit

Source: Field work, Teinor (2017)

Table 6: Transformational leadership style and nurses' intention to quit

		intention to quit	transformational leadership style
intention to quit	Pearson	1	-.138
	Correlation		
	N	165	165
transformational leadership style	Pearson	-.138	1
	Correlation		
	N	165	165

Source: Field survey, Teinor (2017)

Table 6 gives details of the relationship between transformational leadership style and nurses' intention to quit at the Volta regional Hospital. It shows the strength of the relationship between the two variables. The correlation

coefficient (r) using Pearson product moment correlation was -0.138 significant at $p \leq 0.1$. This indicates that, there is a negative relationship between transformational leadership style and nurses' intention to quit and the strength of this relationship is low. Hence, an improvement in transformational leadership style will lead to a low decrease in the nurses' intention to quit and a decrease in transformational leadership style will lead to a very low increase in the nurses' intention to quit. this implies that these two variables are moving in the opposite direction to each other.

Moreover, this finding was in line with studies by (Amankwaa & Anku-Tsedee, 2015; Ariyabuddhiphongs & Kahn, 2017; Caillier, 2014; Gul *et al.*, 2012; Gyensare *et al.*, 2016; Long *et al.*, 2012; Pieterse-Landman, 2012). Caillier (2014), for instance, found that transformational leadership had a direct, negative association with turnover intentions. Also, Pieterse-Landman (2012) found a significant negative relationship between transformational leadership and intention to quit. Long *et al.* (2012) also found that, transformational leadership style has a negative relationship with employee turnover intention.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusion and recommendations of the study. The summary and conclusion are based on the findings captured in chapter four. The recommendations are in turn based on the conclusions of the study. Suggestions for further studies and policy consideration are also discussed here.

Summary

The purpose of this study was to examine the relationship between leadership style and nurses' intention to quit at the Volta Regional Hospital. In order to achieve the main objective, the following research questions were asked to guide the study:

1. What is the perceived leadership style(s) at Volta Regional Hospital?
2. What is the relationship between transactional leadership style and nurses' intention to quit?
3. What is the relationship between transformational leadership style and nurses' intention to quit?

The quantitative research method and the descriptive research design were employed in the study. A structured survey questionnaire was the sole research instrument used in gathering primary data for the study. A total of 165 questionnaires were returned and used for analysis. The primary data from the questionnaire were analysed using descriptive statistics and inferential statistics. In presenting the findings, mean, standard deviation and correlation were used.

The first objective of study sought to assess the perceived leadership style(s) at Volta Regional Hospital. This included the transactional leadership and transformational leadership characteristics which were further divided into; Contingent Reward, Management-by Exception, and Laissez-Faire and Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration respectively. The study showed that management -by-exception had the highest mean of 2.564 and a standard deviation of 0.622, followed by laissez-faire and contingent reward with an averages of 2.473 and 2.463, standard deviations of 0.563, and 0.580 respectively, which implied that the respondents of Volta Regional Hospital perceived that the hospital relied more on the management -by-exception element in the transactional leadership as compared to the laissez-faire and contingent reward assesses.

Also, the Idealised Influence which indicates whether the leader holds subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model, had an average of 2.584 and a standard deviation of 0.749, followed by Inspirational Motivation and Intellectual Stimulation with means of 2.558 and 2.556 standard deviations of 0.734 and 0.692 respectively Volta Regional Hospital, under transformational leadership style, leaders hold their subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role models.

Conclusions

This study has provided an overview and relevant discussion on some of the key styles of contemporary leadership and its influence on nurses'

intention to quit within academic literature. It has also brought to bear relevant information for policy consideration. From the findings, it can be concluded that transactional leadership style is the perceived leadership style at the Volta Regional Hospital. Meaning, nurses at the Volta Regional Hospital believe that superior style of leadership encourages followers to carry out and construe their work in terms of strategic means stressing rules, responsibilities, expectations, stability, avoiding errors, and a concrete, short-term plan. Furthermore, the nurses believe that management style of leadership strives to maintain and preserve harmonious working relationships tied with promises on rewards for satisfactory performance (Dessler & Starke, 2012).

Another conclusion that can be drawn from the study is that the association between transactional leadership style and nurses' intention to quit revealed a moderate positive relationship, meaning, transactional leadership style and nurses intention to quit are positively correlated to each other at very low. It can also be concluded that, there is a negative relationship between transformational leadership style and nurses' intention to quit; meaning, as transformational leadership style increases, nurses intention to quit also decreases.

In general, it can be concluded that, this study has effectively answered the research questions and can establish that that transactional leadership style is the perceived leadership style at the Volta Regional Hospital. There is also a moderate positive relationship between transactional leadership style and nurses' intention to quit; and that of the relationship between transformational leadership style and nurses' intention to quit is negative. This study has also contributed to a better understanding of the relationship between transactional,

transformation leadership style and nurses' intention to quit at the Volta Regional Hospital and has also contributed significantly to academic discourse and literature on the subject.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations are hereby made for policy consideration:

1. It is recommended that the Volta Regional Hospital initiate policies that will intensify the need for the individual considerations, inspirations, intellectual stimulations, and personal development of nurses.
2. Management of the hospital should look into other variables which are expected to have direct significant influence on the nurses' intention to quit. Other factors that worth to explore are human resource management practices such as compensation scheme, training and development.

Suggestions for Further Research

This study was limited to only nurses at the Volta Regional Hospital, hence a further research can be extended to cover other Regional Hospitals in Ghana for comparison purposes. Furthermore, the study of moderators and mediators such as organisation citizenship, job satisfaction, job security and other related variables should be conducted. Also, other researchers could employ regression tools in order to examine cause and effect relationships between the variables. The study therefore suggested a topic such as Leadership style and nurses' intention to quit in the Ghanaian health sector.

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APPENDIX A

SURVEY QUESTIONNAIRE ON LEADERSHIP STYLE AND

NURSES' INTENTION TO QUIT AT VOLTA REGIONAL HOSPITAL

This survey is designed to gather information on Leadership style and intentions to quit among nurses at Volta Regional Hospital. Your views are very much important to the study. Every information you provide would be 100% confidential. Thanks for accepting to participate in the study.

DEMOGRAPHICS

Please indicate your response by ticking (√) in the applicable box for each question.

1. Gender:

Male []

Female []

2. Age:

18-24 years []

46 – 55 years []

25 – 34 years []

56 – 65 years []

35 – 45 years []

66 and above []

3. Education:

Certificate []

Diploma []

Advanced Diploma []

First Degree []

Second degree []

Third degree []

Others (specify)

Leadership Style

This section provides a description of leadership style. Twenty-one descriptive statements are listed below. Please tick (✓) appropriately, from 1 (least agree) to 5 (Highest agree).

Transformational Style

		1	2	3	4	5
1.	My boss makes others feel good to be around him or her					
2.	My superior express with a few simple words what we could and should do					
3.	My supervisor enables me to think about old problems in new ways					
4.	Superior helps in my development					
5.	I have complete faith in my superior.					
6.	Superior provides appealing images about what I can do.					
7.	My supervisor provides me with new ways of looking at puzzling things.					
8.	Am always inform on how superior think Am are doing.					
9.	Am proud to be associated with my boss.					
10.	My boss helps me in finding meaning in my work.					
11.	Superior causes me to rethink ideas that they had never questioned before					
12.	Superior gives personal attention to whom seem rejected.					

Transactional Style

		1	2	3	4	5
1.	Am always informed on what to do if I want to be rewarded appropriately.					
2.	Superior is satisfied when I meet agreed upon standards.					
3.	My organization is content to let me continue working in the same ways always.					
4.	Superior provides recognition/rewards when goals are achieve.					
5.	As long as things are working, superior do not try to change anything.					
6.	Whatever I want to do is OK with superior					
7.	There is attention to what I can get for what I accomplish.					
8.	Always inform on the standards I have to know to carry out my work.					
9.	Always ask on what is absolutely essential only.					

Nurses' Intention to Quit

Please tick (✓) appropriately, from 1 (least agree) to 5 (Highest agree).

		1	2	3	4	5
1	I often think about quitting my present job.					
2	I will probably look for a new job in the next year.					
3	As soon as possible, I will leave the organization					
4	If I could choose again, I would choose to work for the current organization.					

THANK YOU FOR PARTICIPATING

APPENDIX B

Krejcie and Morgan (1970) Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				