Leadership Style and Nurses Intention to Quit at the Volta Regional Hospital

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ABSTRACT

Leadership style plays a significant 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), analyzed 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 (strongly 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.

Keywords: Hospital, Regional, Leadership, Style, Intention, Quit, Volta, Ghana

INTRODUCTION

Leadership plays a crucial role in increasing performance of organizations and individuals. For the stockholders’ best interest leaders must produce best products and services by obtaining, developing and spreading optimal resources of an organization because they are liable for the improvement and accomplishment of strategic organizational decisions (Gul, Ahmad, Rehman, Shabir & Razzaq, 2012). A leader has to provide the nurses’ what is needed to keep them productive and proceed towards the shared vision. However, nurses’ will be de-motivated and will have lack of trust if their leaders fail to provide what was promised before. Therefore, for moving nurses’ onward, focus on their internal and external needs is necessary for the leaders. Leaders develop a future vision; then they adjust the organizational and individual objectives by communicating this vision and motivating them to overwhelm obstacles being faced in achieving their individual and organizational objective (Robbins, 2003; Gul et. al. 2012). Due to globalization and new methods of management, different organizations (of which the health sector is not an exception) have experienced competition both locally and globally in terms of market and staff. The role of leaders in nurses’ retention is critical since their leadership styles impact directly on the nurses’ feelings about the organization (Negussie & Demissie, 2013). Whereas it is imperative for organizations, through
the employment process, to attract quality nurses’ in to the organization, it is more important for managers to device strategies with which to retain the talented nurses’ in the service. In making nurses’ retention decisions, nurses’ intention to quit is of importance. What determines nurses’ turnover? The answer to this question has great relevance to the nurse who may be thinking about quitting a job, and for the manager who is faced with lack of nurses’ continuity, the high costs involved in the induction and training of new recruits, and, not least, issues of organizational productivity. While actual quitting behavior 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 behavior (Tonder, 2011; Appolis, 2010).

When nurses leave their organization, this is an important event. For organizations, it can involve substantial costs, such as fees for recruiting and hiring new nurses, the loss of tacit knowledge, and continuity problems (Tummers, Groeneveld & Lankhaar, 2013). Furthermore, it has been shown that when nurses leave their organizations, this negatively influences health outcomes for patients, for instance it increases the number of inexperienced nurses and causes psychological distress for residents (Craver, Burkett & Kimsey, 2013). In view of this, the study seeks to examine the relationship between leadership style and nurses’ intention to quit at the Volta Regional Hospital.

Objectives

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

- Assess the perceived leadership style(s) at Volta Regional Hospital.
- Analyze the relationship between transactional leadership style and nurses’ intention to quit at Volta Regional Hospital.
- Examine the relationship between transformational leadership style and nurse’s intention to quit at Volta Regional Hospital.

Research Questions

The study was guided by the following research questions.

- What is the perceived leadership style(s) at Volta Regional Hospital?
- What is the relationship between transactional leadership style and nurses’ intention to quit?
- What is the relationship between transformational leadership style and nurses’ intention to quit?

LITERATURE REVIEW

Regulatory Fit Theory (Higgins, 2005)

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: the actor feels right about what she is doing in the goal-pursuit activity; and 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 permit leaders to accomplish their performance objectives, complete required tasks, maintain the current organizational situation, motivate followers through contractual agreement, direct behavior of followers toward achievement of established goals, emphasize extrinsic rewards, avoid unnecessary risks, and focus on improve organizational efficiency. The essence of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities. Rules and regulations are flexible, guided by group norms. 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 fulfill their own self-interest, minimize workplace anxiety, and concentrate on clear organizational objectives such as increased quality, customer service, reduced costs, and increased production (Sadeghi & Pihie, 2012). Some criticisms have however been leveled 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 (Homig, 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 fulfill 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 staffs potential for growth and development. This current study examine leadership style in terms of Transaction and Transformational leadership style (Bass, 1985; Hamstra, Yperen, Wisse & Sassenberg, 2011). Transformational leadership style ensure 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 behaviors fit promotion-focused individuals’ directnessed at an ideal self (Hamstra et. al 2011). Specifically, transformational leaders are viewed as 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 behaviors 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-Tsede, 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).

Transactional Leadership Style, Transformational leadership style and Nurses' Intention to Quit

Furthermore, 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. From the population of software engineers working in Information Technology organizations, a sample of 180 software engineers was taken for the study. A well-structured questionnaire was distributed and the responses were recorded. Statistical procedures were followed to analyze the data. Results reveal that there is a positive relation between the transactional leadership style and employee turnover intentions. Lomalinda (2015) in his quantitative correlation study examined the relationship between leadership styles and employee turnover intentions in higher education. The participants were full-time employees from a public community college in the state of Hawaii. The Multifactor Leadership Questionnaire (MLQ Form 5X-Short) was completed by employees to measure their perceptions of transformational and transactional leadership behaviors of their leaders. The Turnover Intention Scale was administered to employees to measure their intention to leave the institution. Additionally, a demographic survey was used to help describe the demographic information from a sample of respondents. Survey responses were analyzed 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. Study results also 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.

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). 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. The results indicate that there are significant positive relationships between transformational leadership and employee engagement, the motivating potential of a job and employee intention to quit. The results also indicate that there are significant negative relationships exist between transformational leadership and intention to quit, and employee engagement and intention to quit.

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. 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. Correlational and hierarchical
regrassional analytical procedures were used to test the hypotheses. Transformational leadership behaviours were found to be negatively related to employees’ voluntary organizational intention to quit but the availability of alternative job opportunities did not moderate the transformational leadership-turnover intention nexus.

Dimaculangan and Aguiling (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. 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 modeling 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 from the study 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. In addition, a survey study showed transformational leadership reduced intentions to quit for highly promotion-focused followers, whereas transactional leadership reduced intentions to quit for highly prevention-focused followers (Hamstra et al. 2011).

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, using a sample employees from the private sector organisations in Ghana. Results 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. 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 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. At the end of the study, transformational leadership seemed to have an impact to reduce turnover intention and organizations may benefit from development programs to instill transformational leadership style among their immediate managers.

Finally, 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 behaviors. The model was tested using survey data from U.S. public sector employees. 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 behaviors was fully mediated by mission valence.

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. Study results showed a significant negative relationship between TIL and ITQ.

Furthermore, Young (2011) 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 intent to quit are moderated by generational classification (age or values) among licensed physical therapists (LPTs) in the United States. The study includes 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. The findings of the study reveal that two of the interactions are statistically significant. The interaction between age and the modeling the way leadership style score (p = 0.005) is statistically significant, suggesting that age moderates the
relationship between anticipated intentions to quit and leadership style. Other studies researches such as Liu, Cai, Li, Shi and Fang (2013) studied how an approach of culturally-specific human resource management (C-HRM) should moderate the relationship between leadership style and employee turnover. Collecting empirical data from firms in different regions of China, it was found that a leadership style, i.e. leader-member exchange (LMX), can have a significant effect on employee turnover. Moreover, 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' organization identity, which in turn affects their turnover. Moreover, collectivism-oriented HRM (C-HRM) moderates the relationship between LMX and employees' organization identity. Other conditions being equal, the higher the C-HRM, the stronger is the positive relationship between LMX and organization identity. Puni, Agyemang and Asamoah (2016) further examined 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. Data was solicited by means of questionnaire adapted from Simon and Oates (2009) measured on five (5) point Likert-scale and analysed using inter-correlation matrix to establish the relationship between the study variables. The result 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 counterproductive work behaviours. 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. 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. Halim et al., (2015) also confirmed that leadership styles have significant influence on the employee turnover intention in the organization. 

Also, due to the persistent problems faced by organization in relation to employee turnover intentions, Long et al. (2012) conducted their study on the academic staff in a community college in Malaysia. The study results revealed that, although transactional and transformational leadership styles were found to have negative relationship to employee turnover intention, the correlation of the two variables are not significant. In the contrary, the findings of Robertson (2013) 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. 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. The research indicated no significant relationship between leadership styles and intention to quit. Also, Gul et al. (2012) carried out a research which aimed to investigate the association between leadership styles, organizational commitment and intentions to quit. In particular, their study focuses on the mediation effect of organizational commitment on the association between styles of leadership and intentions to quit. One hundred and seventy (170) questionnaires were distributed and one hundred and twenty one (121) questionnaires were returned, indicating a response rate of 71.2%. The population of their study consists of the insurance sector of Pakistan. Employees working at different hierarchal level were targeted, comprising non-managerial and managerial levels including upper, middle, and lower level management. It was found that there is negative insignificant association between intentions to quit and transactional and transformational leadership styles. 

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 is 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 the new employees to acquire the requisite skills and expertise. This shows the dire effects that turnover has on organisations as seen in the literature as presented above.

Research Methodology

The study employed the descriptive research design and a quantitative approach. The descriptive research design and the quantitative research approach were chosen for the study because relationships and influences among the variables of the study will be described using numerical analysis. From the research objectives, cause and effect relationships will be examined, and this were achieved through the use of numerical analysis.

The populations of the study were nurses’ at the Volta Regional Hospital. The Volta Regional Hospital is made up two hundred and sixty two (262) nurses on payroll. The sample size of the study was one hundred and sixty-five (165) nurses. This was determined using the Krejcie and Morgan (1970) sample size determination formula. The simple random sampling technique was used in the sampling of the sample size. This form of probability sampling technique was used in order to avoid bias, hence allowing all nurses equal chances of being chosen as a respondent for the study.

The study used primary data. Data for the study was collected through the use of a closed ended structured questionnaire. The questionnaire assumed a five point Likert scale, from “1 (least agreed)” to 5 (strongly 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.

The Multifactor Leadership Questionnaire (MLQ) has been used to measure transactional and transformational leadership styles. Transformational leadership style is measured using 5 factors: (a) Idealized Influence (attributed), b) Idealized Influence (behavior), (c) Inspirational Motivation, (d) Intellectual Stimulation and (e) Individual Consideration. Transactional leadership style is measured using 3 factors: (a) Contingent Reward, (b) Management-by例外 (passive), (c) Management-by-Exception (active) and Laissez-Faire The MLQ consists of 21 questions each using 5 Likert scale (1 “least agree” to 5 “strongly agree” and have been set into each of the seven factors. Measurement of Nurses Intention to Quit: Nurses intention to quit will 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= “Strongly agree”.

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 multiple regression analysis. These analytical tools were chosen due to the objectives of the study and the variables of measurement. Permissions were sought from the Volta Regional Health Directorate and Management of the Volta Regional Hospital to conduct this work.

RESULT PRESENTATION

Demographics of Respondents

The demographics include gender, age and education of the respondents.

Table 1: Demographics of Respondents

<table>
<thead>
<tr>
<th>Demographic variables</th>
<th>categories</th>
<th>Frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>62</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>103</td>
<td>62</td>
</tr>
<tr>
<td>Age</td>
<td>18-24</td>
<td>18</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>25-34</td>
<td>98</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>35-44</td>
<td>29</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>45-54</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>55 and above</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Education</td>
<td>Certificate</td>
<td>49</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>67</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Advance diploma</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>First Degree</td>
<td>33</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Field work, 2017.

Table 1 above 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 4-545 years, and 8 respondents representing 15% 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.

**Objective one: assess the perceived leadership style(s) at 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. transactional leadership characteristics was divided in three parts; Contingent Reward, Management-by-Exception, and Laissez-Faire and transformational leadership 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 constructs measuring transactional leadership style**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingent Reward</td>
<td>2.463</td>
<td>0.580</td>
</tr>
<tr>
<td>Management-by-Exception</td>
<td>2.564</td>
<td>0.622</td>
</tr>
<tr>
<td>Laissez-Faire</td>
<td>2.473</td>
<td>0.563</td>
</tr>
</tbody>
</table>

Source: Field data, 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”. 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 recognize 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.

**Table 3: Descriptive Statistics for constructs measuring transformational leadership style**

<table>
<thead>
<tr>
<th>Construct</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Influence</td>
<td>2.584</td>
<td>0.749</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>2.558</td>
<td>0.734</td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>2.556</td>
<td>0.692</td>
</tr>
<tr>
<td>Individual Consideration</td>
<td>2.420</td>
<td>0.685</td>
</tr>
</tbody>
</table>

Source: Field data, 2017.

Table 3 shows the descriptive statistics of transformational leadership style. it can be seen that Idealised Influence which indicates whether you hold 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.
Table 4: Descriptive Statistics for leadership styles

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional leadership style</td>
<td>2.50</td>
<td>.417</td>
</tr>
<tr>
<td>Transformational leadership style</td>
<td>2.529</td>
<td>.589</td>
</tr>
</tbody>
</table>

Source: Field data, 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. This 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. Transactional leadership with a mean of 2.5 and a standard deviation of 0.417. Here leaders tell their subordinates what to do to get rewarded, the leaders also inform them what is required of them and leave the subordinates to do their own thing. This is less used at the Volta Regional Hospital.

Objective two: analyze the relationship between transactional leadership style and nurses' intention to quit at Volta Regional Hospital

This objective looks at the relationship between transactional leadership style of Volta Regional Hospital and nurses' intention to quit. 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). This is seen in figure 1 below. Figure 1 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 range with one outside the line which is an outlier. R² which is the coefficient of determination is 0.008.

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 p ≥ 0.1. This indicates that there is a positive relationship between transactional leadership style and nurses' intention to quit and the strength of this relationship is low. 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.

Objective three: examine the relationship between transformational leadership style and nurses' intention to quit at Volta Regional Hospital.

The relationship between transformational leadership style of Volta regional Hospital and nurses’ intention to quit is examined in this objective. 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 TItQ (total
nurses’ intention to quit). The relationship between these variables can be seen in figure 2 below. Figure 2 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. 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 lines 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 $\rho \leq 0.1$, 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. R² which is the coefficient of determination is 0.019.

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 $\rho \leq 0.1$. 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.

**CONCLUSION**

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. Furthermore, it can be concluded that the 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.

![Figure 2: Relationship between transformational leadership style and nurses’ intention to quit.](source: Field data, 2017.)
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: 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; and 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.

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 purpose. Furthermore, the study of moderators and mediators, such as organization citizenship, job satisfaction, job security and other related variables should be conducted.

REFERENCES


[23]. Robertson, J.C. (2013). Leadership styles and intention to quit among southern baptist pastors. A Dissertation Presented to The Faculty of Tennessee Temple University In Partial Fulfillment of the Requirements for The Degree Doctor of Philosophy


