

A COMPREHENSIVE REVIEW OF FACTORS AFFECTING NURSE RETENTION INTENTION: INSIGHTS FROM TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND EXPECTANCY THEORIES

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ABSTRACT

With the rapid development of China's healthcare industry and the aging population, nurse shortages and high turnover rates have become pressing issues. This study aims to explore the factors influencing nurses' intention to stay, with a particular focus on the relationships between transformational leadership, job satisfaction, organizational commitment, and expectancy. Through a survey and data analysis, this study finds that transformational leadership and organizational commitment have a significant positive impact on nurses' intention to stay, while job satisfaction and expectancy play mediating roles in this process. The findings provide theoretical and practical guidance for improving nurses' work environments, reducing turnover rates, and enhancing the quality of healthcare services.

Keywords: Intention to Stay, Transformational Leadership, Job Satisfaction, Organizational Commitment, and Expectancy

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INTRODUCTION

Globally, the healthcare industry is facing increasingly severe challenges, particularly in terms of nurse shortages and high turnover rates, as the population grows and the economy advances, the demand for healthcare continues to rise, leading to a more pronounced supply-demand imbalance for nurses. According to the International Council of Nurses (2020), the global nurse turnover rate is on the rise, which directly impacts the quality of healthcare services and operational efficiency. Given this background, studying the factors influencing nurses' intention to stay is crucial for formulating effective human resource management policies and ensuring the sustainability of healthcare services. Transformational leadership, job satisfaction, organizational commitment, and expectancy are key factors influencing employees' intention to stay. Transformational leadership enhances employees' job satisfaction and organizational commitment through motivation and inspiration, thereby increasing their intention to stay. Job satisfaction directly influences employees' positivity and loyalty towards their work, while organizational commitment reflects employees' emotional attachment and sense of responsibility towards the organization. Expectancy relates to employees' expectations for career development and their belief in future success. This study aims to analyze the relevant literature and the factors influencing nurses' intention to stay, providing decision-making references for hospital management to improve nurses' work environments, reduce turnover rates, and enhance the overall quality of healthcare services.

REVIEW OF RELATED LITERATURE

Transformational Leadership

Transformational leadership refers to a leadership style where leaders inspire and motivate employees to transcend their self-interest for the sake of the organization. Bass and Avolio (1990) introduced the theory of transformational leadership, which includes four core dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

- 1) Idealized Influence: Leader's act as role models, earning the respect and trust of employees, thereby exerting a strong influence on them (Northouse, 2018).
- 2) Inspirational Motivation: Leaders articulate a clear vision and motivating goals, inspiring employees' enthusiasm, and sense of mission (Shamir et al., 1993).
- 3) Intellectual Stimulation: Leaders encourage employees to challenge the status quo, propose innovative solutions, and promote continuous improvement within the team (Yukl, 2013).
- 4) Individualized Consideration: Leaders show concern for each employee's personal needs, providing tailored support and guidance, thereby enhancing employees' sense of belonging and satisfaction (Avolio & Bass, 2004).

Studies have shown a significant positive correlation between transformational leadership and employees' job satisfaction, organizational commitment, and employees' intention to stay (Judge & Piccolo, 2004). This leadership style effectively enhances employee performance and organizational effectiveness while also reducing turnover rates (Walumbwa et al., 2008).

Table 1: Observation Variables of Transformational Leadership

Dimensions of Transformational Leadership	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Bass & Avolio (1990)	√	√	√	√

Dimensions of Transformational Leadership	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Northouse (2018)	✓	✓		✓
Avolio & Bass (2004)	✓	✓	✓	✓
Judge & Piccolo (2004)	✓		✓	✓

Job Satisfaction

Job satisfaction refers to employees' overall contentment with their job, including the work itself, the work environment, and interpersonal relationships. Herzberg's (1966) Two-Factor Theory categorizes the factors influencing job satisfaction into motivators and hygiene factors.

1) Motivators: These are related to the content of the job, such as achievement, recognition, responsibility, and opportunities for advancement. These factors directly influence employees' motivation and job satisfaction (Locke, 1976).

2) Hygiene Factors: These are related to the work environment, such as salary, company policies, management, and interpersonal relationships. If these factors are not met, employees may become dissatisfied; however, even when met, they may not significantly increase job satisfaction (Herzberg, 1966).

Numerous studies indicate that job satisfaction is a critical factor affecting employees' intention to stay. High job satisfaction is usually associated with low turnover rates and high work efficiency (Spector, 1997). Moreover, good job satisfaction enhances organizational commitment, further promoting employees' intention to stay (Meyer et al., 2002).

Table 2: Observation Variables of Job Satisfaction

Job Satisfaction Factors	Motivators	Hygiene Factors	Organizational Culture	Interpersonal Relationships
Herzberg (1966)	✓	✓		✓
Locke (1976)	✓			✓
Spector (1997)	✓	✓	✓	
Meyer et al. (2002)	✓	✓	✓	

Organizational Commitment

Organizational commitment refers to employees' emotional attachment, identification, and loyalty to the organization. Meyer and Allen (1991) developed a three-dimensional model of organizational commitment, which includes Affective Commitment, Continuance Commitment, and Normative Commitment.

1) Affective Commitment: Employees' emotional attachment to the organization, leading them to stay because they want to (Meyer & Allen, 1997).

2) Continuance Commitment: Employees stay because they perceive the costs associated with leaving as too high, based on their investments in the organization and the benefits they receive (Becker, 1960).

3) Normative Commitment: Employees feel obliged to stay due to social norms and moral obligations (Wiener, 1982).

Research shows a significant positive correlation between organizational commitment and employees' intention to stay. Affective commitment has the most substantial impact on intention to stay, followed by continuance and normative commitment (Meyer et al., 2002). When employees feel supported and recognized by the organization, their level of commitment increases, enhancing their intention to stay (Rhoades & Eisenberger, 2002).

Table 3: Observation Variables of Organizational Commitment

Dimensions of Organizational Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
Meyer & Allen (1991)	✓	✓	✓
Wiener (1982)	✓		✓
Rhoades & Eisenberger (2002)	✓	✓	
Meyer et al. (2002)	✓	✓	✓

Expectancy

Expectancy refers to employees' beliefs and expectations about the likelihood of achieving success in their work. Vroom's (1964) Expectancy Theory posits that employees' motivation is influenced by three key factors:

1) Effort-Performance Expectancy: Employees believe that their efforts will lead to good performance (Vroom, 1964).

2) Performance-Outcome Expectancy: Employees believe that good performance will lead to desired outcomes or rewards (Lawler & Porter, 1967).

3) Valence of Outcomes: Employees evaluate the value of the rewards or outcomes they receive (Van Eerde & Thierry, 1996).

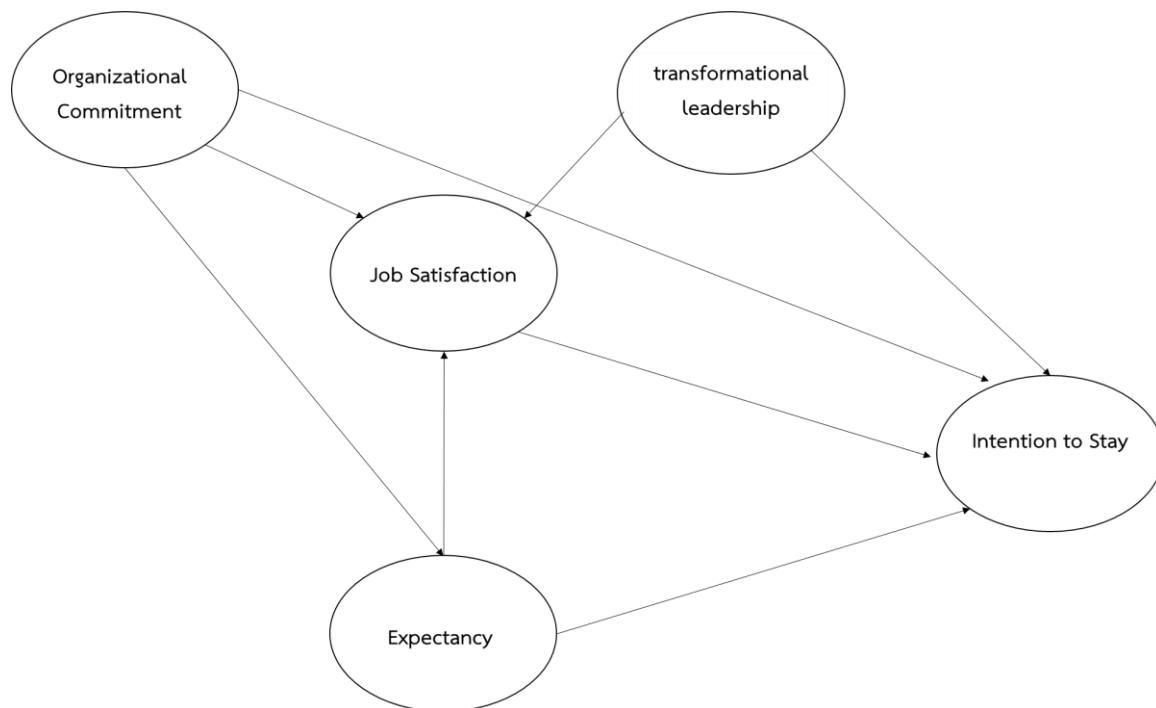
Research indicates that expectancy significantly impacts employees' job satisfaction and intention to stay. High expectancy regarding job outcomes is positively correlated with a higher intention to stay (Schleicher et al., 2004). Moreover, when employees' expectations are met, their loyalty to the organization and job performance are significantly enhanced (Pinder, 2014).

Table 4: Observation Variables of Expectancy

Dimensions of Expectancy	Effort-Performance Expectancy	Performance-Outcome Expectancy	Valence of Outcomes
Vroom (1964)	√	√	√
Lawler & Porter (1967)	√	√	
	√	√	√
Schleicher et al. (2004)	√	√	√

RESEARCH FRAMEWORK

This case study indicates that there were four variables such as transformational leadership, job satisfaction, organizational commitment, and expectancy that affecting nurse retention intention.

**Figure 1:** Research framework

CONCLUSION AND DISCUSSION

This study explored the literature identifying key factors that influence nurse retention, with a focus on transformational leadership, job satisfaction, organizational commitment, and expectancy. It was found that transformational leadership significantly enhances nurses' intention to remain in hospitals, aligning with the research by Bass and Avolio (1990), which highlights that such leadership can boost organizational commitment and job satisfaction through

motivation and support. Additionally, Herzberg's (1966) Two-Factor Theory suggests that job satisfaction acts as a mediator, directly influencing nurses' intention to stay. Organizational commitment, particularly affective commitment, was identified as a critical factor in nurse retention, consistent with the findings of Meyer and Allen (1991). Expectancy also plays a significant role in influencing nurses' intention to stay, supporting Vroom's (1964) Expectancy Theory. The findings suggest that reducing nurse turnover by strengthening transformational leadership, improving job satisfaction, enhancing organizational commitment, and meeting nurses' career expectations leads to an overall improvement in the quality of healthcare services. These insights provide a solid foundation for management practices in hospitals such as Guilin hospitals, a key medical center in Guangxi Zhuang Autonomous Region, and offer valuable guidance for other healthcare institutions.

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