

**EXAMINATION OF BASS'S MODEL OF TRANSFORMATIONAL LEADERSHIP
STYLES IN SKILLED-NURSING FACILITIES**

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Abstract

With the current economic situations, leaders at Skilled Nursing Facilities are beginning to focus their attention on the need for effective leadership. The Bass model of transformational leadership offers these healthcare leaders the opportunity to directly impact on outcomes in the Skilled Nursing Facilities. This study examined the relationship between the leadership behaviors of Nursing Facility Administrators as perceived by the Directors of Nursing through the Directors of Nursing's self-reported willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator. This study used the Multifactor Leadership Questionnaire 5X Short Rater form developed by Bass and Avolio (1997) as the source of data collection. The 45-item question instrument was administered to the study sample which is comprise of profit, nonprofit, private, hospital based, and government-owned skilled-nursing facilities in the state of Georgia. The analyses of data were performed through a descriptive and inferential statistical analysis. Based on the survey results, there was general agreement among administrators and Directors of Nursing who thought their administrators were more transformational than transactional. This study showed that there is positive relationship between the transformational leadership style of administrators and the Directors of Nursing willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator. The transformational leadership style produced the greatest effects on the outcome variables of extra effort, effectiveness, and satisfaction with this sample population. The findings from the current study indicated that the MLQ5X was more reliable for Directors of Nursing than for administrators. This implies that the instrument is more reliable for raters than for leaders. Moreover, how leaders are perceived by others is a better reflection of their leadership

qualities than how leaders perceive themselves. This gives the researcher substantial confidence in the obtained results since the inferential statistical analyses were conducted on the leaders from the raters' perspectives.

Dedication

This dissertation is dedicated to my wife, Seraphinah, and my children John Jr., Anthony, and Michael for their love, support, and patience during the time I was pursuing this dream. Their continued encouragement and confidence in my ability was the source of my strength and determination. Their advice led me to complete my doctoral studies. I am also dedicating this work to the memory of my parents.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

Nursing facility administrators (NFAs) face serious leadership challenges in a world of fast-paced, constantly changing, complex health care environment and have to implement and adapt to changes within their organizations and the environment (Kerfoot, 2000; Ribelin, 2003). During the times of dramatic changes in long-term care industry, nursing home administration is both a challenging and difficult task. The style of administrators can be important for subordinates' acceptance of change and in motivating them to deliver high quality care services to their residents (Bass 1985a). These changes and challenges include changes to Medicare and Medicaid, public demand for quality of resident care, and nursing shortages that continue to increase at alarming rate (Newman, 2002; Peterson, 2001; Ribelin, 2003). To improve and maintain the quality of resident care in skilled-nursing facilities (SNFs), it is necessary to find out if relationship exists between the leadership styles of NFAs and the quality of care provided to residents in a SNF. If the leadership style of any administrator can influence the quality of resident care in the SNF, it may enable the industry to identify the leadership styles that may positively influence the quality outcome of the care that is being provided in SNFs.

Responsible and appropriate leadership in the SNF environment today is essential if SNFs are to survive and face a future that is filled with many challenges and opportunities. As asserted by Clancy (2003), the environment where NFAs operate today is constantly changing, and they must be able to adapt with the changes as they occur. Effective long-term

care delivery requires a dynamic and progressive administrator's leadership. As asserted by Singh (2002), effective management is needed to provide quality and cost effective care to residents in nursing facility. To better understand leadership dynamics and what contributes to effective leadership, it is necessary to understand the culture, values, and society of the organization. As noted by Yeo (2006), leadership is the basis on which every organization is able to formulate and implement its strategic goals, objectives, and mission. One of the most important goals for SNFs is the provision of quality care to all frail elderly and other individuals who utilize the services of SNFs. NFA administrators are charged with this leadership responsibility to promote and improve the quality of resident care within their respective SNFs (Adams-Wending & Lee, 2005).

Frisina (2005) and Kirkbride (2006) agreed that NFAs develop and promote SNFs' mission and at the same time utilizes available resources efficiently and effectively; strong leaders have the ability to influence all aspect of activities and services that is being provided to the residents in the SNF. It is important to note that it is the NFA who influences the outcome of the daily activities, which include the delivery of quality care in the individual SNF (McGuire & Kennerly, 2006). In a study conducted by Hanson, Henderson, and Memon (2002) the researchers emphasized on the effectiveness of the SNF leadership of NFAs, directors of nursing (DONs), physicians, and other department managers in delivering quality care to the facility residents. Leadership within all departments is an important component in achieving the set SNF goals and strategic plans (Willings, 2004). As asserted by Hasemann (2004), SNF administrators who provide quality care to their residents are dynamic and effective leaders. There is a need for stability in both nursing home administration and the

available quality of care as regulatory agencies make increased use of outcome measures to demonstrate the quality of care that is been provided in the nursing facilities to consumers, government agencies, and other purchasers of nursing facility services. The SNF provides a unique context for leadership research.

Background of the Problem

Long-term care facilities, which are also known as skilled-nursing facilities or skilled-nursing homes, are the second largest sector of health care services next to hospitals in the United States (Hasemann, 2004). The beneficiary of nursing home services are the frail elderly. Other recipient of this service includes younger people with severe mental or physical disabilities and people of all ages needing rehabilitative services. As noted by Harrington, Carrillo and Mercado-Scott (2005), about 1.4 million residents were in 16,000 nursing homes in 2004, and approximately 40% of Americans aged 65 and over are expected to spend some time in a nursing home (Weiss, 2003). The fastest growing segment of this population are the elderly people over 85 years of age, and they happen to be the target audience by the skilled-nursing facilities. According to the United States Department of Commerce Economics and Statistics Administration (1998), this population will increase to 44% by 2040. By 2020, it will comprise 2% of the population, growing to 4.6% by 2050. The advanced technology made it possible for people to live longer (Caplow, Hicks, & Wattenberg, 2001). The implications of the increase of this age group include high demand on nation's healthcare system which includes nursing home care, aging services, and public health. The demographic information will play a significant role for SNF leadership in

planning to meet the need of the frail elderly Americans. This information will enable SNF leaders to plan accurately and forecast appropriately.

The ability of NFAs to identify their own leadership style and knowing when it is effective is paramount to the administrator's success. The administrators need to understand how their full range of leadership styles impact the leadership and quality of resident care outcomes, and it is important for administrators with this leadership style to have a positive influence on the subordinate's perceptions of leadership outcomes of extra effort, effectiveness, and satisfaction in their facilities (Cullen, 1999). Bass and Avolio (1997) asserted that effective leadership styles will result in leadership outcomes of extra effort, effectiveness and satisfaction. This study was used to examine whether there is a relationship between the leadership styles of NFAs in the state of Georgia and the quality outcome of resident care in SNFs. According to Avolio and Bass (2004), and Kelloway and Barling (2000) quality outcomes are impacted by leadership styles.

Leadership

Transformational leaders (Burns, 1978) motivate their followers to be effective and efficient. This process is achieved by appealing to the follower's moral values and higher ideals. Transformational leaders are visible and they use chain of command to get the job done. These leaders focus on the big picture and surround themselves with very serious and dedicated groups who take care of details. As defined by Bass (1990a), transformational leadership is an exemplary leadership style in which followers' interests are elevated and broadened. These leaders are aware the mission and goals of their team and are willing to

look beyond self-interests and focus on the group (Bass, 1990a, 1998). The leaders and their followers form a relationship that will produce an exceptional performance and accomplishments (Bass, 1998). The transformational leadership theory is a means of explaining this leader-follower relationship.

Bass (1985b) noted that transformational leadership builds a different relationship with followers based on personal, emotional and inspirational exchanges. This form of leadership motivates followers to work for transcendental goals and for aroused higher-level needs for self-actualization rather than immediate self-interest.

Effective Leaders

To develop effective leaders for SNFs, there should be improved method of training the administrators and other nursing facility leaders, reduce the high turnover of NFAs, and reduce the nursing shortage in the organization. There has been combined effort from the nursing home providers, national and state health care associations, state and federal government agencies, and other interested parties to fill this leadership gap in SNFs. As noted by Dana and Olson (2007), it is necessary to improve and modify the leadership training program such as licensure and certification requirements. There is need to create better opportunity for those going into the profession and expand the reward for outstanding performance. The need for effective leaders in SNFs is real and there is need for the nursing home providers, national and state health care associations, state and federal government agencies, higher institutions, and other interested parties to establish the needed leadership development in the long-term care industry (Dana & Olson, 2007).

Nursing Shortage

For the past many decades, the United States healthcare organizations have faced with cyclical shortage of nurses. As noted by Bauerhaus, Staiger and Auerbach (2000), about 126,000 nursing position were unfilled as of 2000. During the same period, the Health Resources Services Administration (HRSA; 2005) noted that percentage of nurses working dropped from 59% in 2000 to 56% in 2004. Some of the reasons behind the nurse's shortage include recruitment and retention which is due to the fact that there are fewer nurses available, an aging workforce, and unpleasant working environment. The unpleasant working environments have contributed to another type of shortage that is more complex, serious, and will probably last longer than other types of shortages. Institutions are training very few nurses due to shortage of nursing school faculty. New graduates are not interested in working in SNFs. According to the survey conducted by Harris Interactive of American Organization of Nurse Executives in 2002, 43% of nurses reported that they plan to leave their jobs within 3 years, which means the average age of nurses working is in mid-40s (HRSA, 2005)

Nursing professionals are in high demand and short supply (Cowin, 2002; Ribelin, 2003). It is very critical that health care industry leaders and concerned citizens which include policy makers, federal, state and local government regulatory agencies, researchers, higher institutions, providers, and resident advocacy groups need to team up in finding solution to the shortage of nurses which is not only affecting state of Georgia but the entire the country to ensure that quality care will continue to be provided in Americans skilled-nursing homes (Sherman, 2002). The quality of nursing home care has long been the major concern of the U.S. health care system but the improvement in the quality of resident care has

been very slow (GAO, 2003a; Kovner, Mezey & Harrington, 2000). Nurses working long hours, excessive overtime, taking care of too many residents increases the chance of medication errors and poor quality of resident care (Curtin, 2003).

This improvement will become more difficult unless the issue of nursing shortage is resolved. Quick fixes are not viable long-term solutions. Without immediate actions, the nursing shortage will worsen. It is estimated that United States will have at minimum 400,000 fewer nurses than is available today, coinciding with the time the baby boomers will be in their 70s and 80s (Bauerhaus, Staiger & Auerbach, 2000).

Quality of Resident Care

Quality of care has become the primary concern of the public, residents and families of skilled-nursing homes. The message from the consumer is simple—quality matters and they expect and demand quality services (George, 2002). According to Hasemann (2004), the focus of the resident, family members, and the public is directed on the quality of care that is been provided to the residents in long-term care facilities. The Georgia nursing home residents and their loved ones expect to receive outstanding quality care from nursing home providers. The wide coverage of news media about the quality of resident care helped residents and their families to become informed consumers. The nursing home consumers has made it known to long-term care industry through their outcry that quality care and quality of life of their loved ones is very important to them and are not willing to settle for anything less than good quality care. For SNFs to improve and maintain the quality of resident care in their facilities, it is necessary to determine if relationships exist between

administrator's leadership style and the leadership outcome (Wiener, 2003). As noted by Yeo (2006) and Frisina (2005), NFA leadership plays a significant role in formulation and implementation of strategic goals, objectives, mission and vision for the organizations. They have the responsibility of managing both financial and human capital of the organization effectively and efficiently. The leadership of this executive directly affects the operations of long-term care (McGuire & Kennerly, 2006). If we can determine whether leadership style of a SNF administrator influences the quality of resident care in a facility, then we will attempt to address the need to improve quality of resident care in skilled-nursing facility.

Directors of Nursing

The nursing staff under the leadership of the DON plays a major role in providing quality care to the residents (Cullen, 1999). Nursing staff are in high demand and the nursing shortage is having enormous effect on the quality of care in the state of Georgia. The shortage is at an alarming rate, and it directly impacts the quality of care facilities are providing to their residents. To reduce the nursing staff shortage, the administrator needs to apply leadership skills by providing a work environment that will result in low turnover and increase both employee and residents satisfaction level.

Considering the fact that in Georgia, DONs are able to choose where to work due to high demand, it is critical that the NFA possesses the leadership attributes, is seen as effective leader, and there must be an acceptable level of satisfaction for the DON not to leave the SNF (Cullen, 1999; Ribelin, 2003), which will be devastating to the entire nursing staff, other disciplines and the residents (Cullen, 1999; Kerfoot, 2000; Ribelin, 2003). Some

of the questions that came to mind include the following: Is it possible that NFAs and their subordinates do not understand what leadership styles they possess and which styles will lead to positive quality outcomes? Is it possible that NFAs and their DONs' perception of each other's leadership styles differ, thereby adding more confusion of promoting positive quality outcome? It is very possible that NFAs and their subordinates do not know what styles they possess, which styles will lead to positive quality outcome, and how their individual styles might be perceived differently. The lack of supervisory, management, and leadership training can also be attributed to the high turnover of the DONs. There are many DONs who only have associate's degrees and some have a bachelor's degree in nursing while very few have master's degree. The level of education will determine the management or leadership training they are exposed to prior to becoming the DON. Every successful organization needs both effective leaders and managers (administrators and DONs). Both management process and leadership process are equally important in the organization in finding solution to the problems mentioned above.

Administrators Turnover

According to the industry experts, slowing down the NFAs' turnover and luring new people into the profession will need cultural changes that reconnect administrators with frontline staff and nursing facility residents. According to Moody (2008), NFAs should have more leadership training and greater support with the difficult and complex regulatory compliance. Moody (2008) noted that about 40% of NFAs leave their job every year due to dissatisfaction. The same survey conducted by Trade Publication Seniors Housing and Care

Journal in 2007 confirmed that 71% of nurse managers leave their nursing facility jobs every year. According to Haffenrender as cited by Moody (2008), fewer people are entering the nursing home industry and the number of people taking the licensure examination fell 40% in 4 years.

According to Moody (2008), about 17,000 NFAs are responsible for the quality of resident care of 1 million Americans in nursing facilities. The same number of administrators oversees more than 1.3 million employees. The United States Department of Labor predicts that NFA jobs will grow by 16% between 2006 and 2016. Although the administrators earn decent wages, that does not stop the 40% of NFAs who leave their jobs voluntarily every year. About 50% of administrators surveyed in 2007 for *Portland Business Journal* expect to leave within 5 years. Moody (2008) noted that those administrators who are frustrated with difficult family members and the regulations run about 80% to 90% risk of quitting their jobs.

The implication of these findings compromises the quality of care of nursing-facility residents. According to Tellis-Nayak, everyday administrators leave their jobs out of frustration, putting the residents of nursing facilities whose quality of life depends on them in jeopardy (as cited in Moody, 2008). Tellis-Nayak noted that when NFAs leave unexpectedly, the care system collapses, the quality indicators turn negative, and turnover worsens among nursing staff (as cited in Moody, 2008).

Statement of the Problem

The quality of nursing facility care has long been the major concern of the U.S. health care system. The challenge of delivering quality care to the residents in the SNF setting and constant changes occurring in SNFs requires effective leadership to optimize human capital by motivating subordinates to go beyond personal limits to achieve high level of performance (Bass, 1985a). It is necessary that as the nursing facilities continue to cope with the constant changing of the SNFs' environment that NFAs should adopt innovative strategies, motivate, and develop their subordinates at all levels. NFA administrators need to change their traditional practices and adopt new type of leadership style that will enhance their employee's effort and satisfaction. As argued by Bass and Avolio (1994), administrators are more effective in enhancing their follower's efforts and satisfaction when they demonstrate transformational leadership behaviors and transactional contingent reward. This study was used to examine the leadership styles of NFAs and provide the insight to better understand the impact of NFAs' leadership styles on subordinates' satisfaction with the administrator and their perceptions of the administrator's effectiveness.

Conceptual Theoretical Framework

The Multifactor Leadership Questionnaire (MLQ) has been used to measure effective leadership in different types of organizations including government, manufacturing, education, military, services, technology, and healthcare (Bass & Avolio, 1997). Many researchers have published several literatures on leadership for almost a century (Avolio & Bass, 2004; Gellis, 2001; Lowe, Sarros & Santora, 2001; Tjosvold & Wong, 2000), and with

today's constant changes in the environment, some of the leadership theories that worked in the past are not suitable for today's environment. One of the theories available today is transformational leadership theory (Bryman, 1992).

Hirtz, Murray and Riordan (2007) defined leadership as the process administrators or managers use to influence their subordinates to work toward achieving the organizational goals. Leadership has been explained by many researchers through different models; for the benefit of this study, the full range model of leadership by Bass and Avolio was used. It includes a collection of transformational styles, transactional styles, and laissez-faire style of leadership. The daily activities of NFAs can be classified in each of these styles.

Transformational leadership was developed by Burns, and the theory was expanded on by Bass (Fairholm, 1998). Burns (1978) referred to transformational leadership as a process in which the leader motivates followers by appealing to their moral values and higher ideals. The focus of transformational leadership approach is on the follower development as well as organizational effectiveness. As noted by Fairholm (1998), the transformational leaders place followers' needs before their own, thus inspiring followers to grow to a higher level of awareness, which made it possible for organization to achieve a greater vision. Atwater and Bass (1994) noted that higher level of awareness inspires followers to find solution to old problems in new ways, promoting increased learning and higher quality. Transformational leaders persuade their followers to set their goals for higher expectations, which allows for greater quality achievements.

Purpose of the Study

The purpose of this study is to examine the relationship between the leadership behaviors of an NFA as perceived by the DON through the DON's self-reported willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator. Multifactor Leadership Questionnaire (MLQ) rater form developed by Bass and Avolio was administered to practicing NFAs in the state of Georgia. This Bass model of transformational leadership will be the conceptual framework for this study.

Research Questions and Hypotheses

Research Questions

The following research questions served as the basis for implementing this research study:

1. Is there a relationship between the transformational leadership styles of NFAs and DONs' willingness to exert extra effort?
2. Is there a relationship between the transformational leadership styles of NFAs and DONs' perception of administrator effectiveness?
3. Is there a relationship between the transformational leadership styles of NFAs and DONs' satisfaction with their administrator?

Alternative and Null Hypotheses

Ha₁: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ.

Ha₀: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ.

Hb₁: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perception of their administrators effectiveness as measured by the MLQ.

Hb₀: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perception of their administrators effectiveness as measured by the MLQ.

Hc₁: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ.

H_{c0}: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ.

Nature of the Study

This study used the Multifactor Leadership Questionnaire 5X Short Rater form. This instrument was developed by Bass and Avolio (1997) to be used in measuring the leadership styles, and leadership outcomes which include extra effort, effectiveness and satisfaction. This study examined the leadership styles of NFAs with the goal of determining a leadership style that could improve the quality of resident care in SNFs.

This quantitative study used the Multifactor Leadership Questionnaire, developed by Bass and Avolio (1997) as the source of data collection. The 45-item question instrument categorized leadership style into three groups: transformational, transactional, and laissez-faire, based on nine scales.

As noted by Neuman (2003) and Trochim (2001), researchers use correlation to describe the relationship between two variables. Quantitative correlational research design was used to investigate the relationships between variables and use correlational statistics to describe and measure the degree of association or relationship between the leadership styles of SNF administrators (independent variable) and leadership outcomes as perceived by the DONs services (dependent variable). The validity and reliability of the Multifactor

Leadership Questionnaire enabled this study to add to the body of nursing home administration leadership knowledge. Nursing home leaders were able to develop effective interventions and behaviors to enhance relationships between NFAs and their subordinates.

Significance of the Study

Considering the fact that skilled-nursing home is facing massive shortage of nursing while battling to meet the public demands of quality care to residents in skilled-nursing facilities, it is very critical for this sector of long-term care to have an effective leader that can lead the team during this challenging time. As noted by Leatt and Porter (2003), NFAs have very limited leadership experience and they are expected to perform effectively. To achieve successful outcome within a nursing facility, the leadership must be able to articulate a vision of excellence performance, be able to educate, motivate and encourage the staff to perform well (Bass, Avolio, Jung, & Berson, 2003). The significance of this study lies in the possible contribution to the existing body of knowledge in the area of the relationship between the leadership behaviors of NFAs as perceived by the DON and as well as how it relates to DONs' willingness to exert extra effort, perceptions of the administrator's overall leadership effectiveness, and satisfaction with the administrator in skilled-nursing facility. This study may provide better understanding of the relationship between the leadership styles and subordinates satisfaction with leaders behaviors in SNFs.

The study may benefit skilled-nursing facilities by gathering knowledge on SNF leadership style and assists in identifying and introducing a leadership model that produces

subordinates' satisfaction, leads to DONs' retention, produces extra efforts, increase productivity and effectiveness, and contribute to overall high quality of care in SNFs . Empirical data from this study may provide the insight to better understand the effectiveness of leadership behavior in SNFs.

Definition of Terms

Center for Medicare and Medicaid Services (CMS): Formerly known as HCFA, is a federal agency, which administers Medicare, Medicaid, and the State Children's Health Insurance Program.

Contingent reward: It is the behavior of transactional leaders that explain what is expected of followers and the reward for the expected performance is achieved (Avolio & Bass, 2000).

Deficiency: State and federal surveyor's findings of an annual or complaint inspections, indicating that facility fail to comply with regulations. The Department of Community Health, Office of Regulatory Services gives the facility a period to correct the deficiencies. Federal rules set up penalties on facilities for failure to correct the deficiencies within the approved period. Monetary penalties depend on the scope and severity of the citations (AHCA, 2001, 2005).

Director of Nursing (DON): Is a registered nurse who is responsible for clinical services in SNFs. DONs must obtain the license of the state in which they intend to practice (AHCA, 2001, 2005).

Effectiveness: Effectiveness is used to measure followers' perceptions of the way the leader is meeting the job related needs of their followers (Avolio & Bass, 1999).

Elderly (Senior): Anyone who is 65 years of age or older

Extra effort: It is the exertion demonstrated by followers as a result of their leader (Bass, 1998).

Laissez-faire leadership: The leadership style involving little or no action. This style is classified as ineffective and inactive (Bass, 1998).

Leadership: It is the process of influencing, motivating and inspiring followers to achieve positive outcomes for individuals and organizations (Bass & Avolio, 1994).

Leadership style: The decision-making technique displayed by SNF administrators in order to motivate and influence subordinates to complete tasks and meet a set goal. It is the way in which leaders expresses certain leadership behaviors (House & Aditya, 1997).

Long-term care: A variety of services includes medical and nonmedical care to help people with health and personal needs including activity of daily living for an extended period (AHCA, 2005).

Long-Term Care Facility: Is a health care center, which meets the licensure requirements to operate as a long-term care facility in the state. Nursing facility provides health care for residents who need care for longer period (Hasemann, 2004).

Management by exception-active: It is a behavior of transactional leaders in which the leader actively seeks positive and negative deviations of performance of followers and rewards or punishes the follower as case may be (Hater & Bass, 1988).

Management by exception-passive: It is a behavior of transactional leaders in which the leader punishes or rewards followers when deviations of performance occur naturally (Hater & Bass, 1988), but does not actively look for performance deviations that are outside the predetermined level of acceptability (Bass, 1998).

Medicaid: This is a government insurance program for medical care of individual with low incomes. This program varies from state to state, but covers most health care costs

(AHCA, 2001; AHCA, 2005).

Medicare: This is federal health insurance program for people 65 years of age or older, younger people with disabilities, and people with End-Stage Renal Disease (AHCA, 2001; AHCA, 2005).

Multifactor Leadership Questionnaire 5X Short Rater form: The Multifactor Leadership Questionnaire (MLQ) is an instrument consisting of 45 descriptive statements that assesses leadership styles and outcomes using a 5-point Likert scale (Avolio & Bass, 1999, 2004; Tejada, 2001).

Nursing Facility Administrator (NFA): It is a requirement that a full time skilled-nursing facility administrator must manage a SNF. State licensure is required from administrators in the state where they intend to practice (AHCA, 2005). NFA has the administrative and clinical authority in the nursing home (AHCA, 2005). NFA is charged with formulating and implementing strategies, coordinating financial, operational and clinical systems, motivate, encourage, and lead employee to perform in a consistent, efficient, and effective manner (Singh, 2002).

Plan of correction: Plan of correction is the method of communicating the correction of citations by regulatory agencies. Completion of plan of correction for the citations must be within a specified period (AHCA, 2005).

Quality indicators: Measures of quality of care and quality of life, which focus on resident care, the outcomes of such care, and the method in which the caregiver provide care to the residents (AHCA, 2005).

Quality Measures: It is the assessment data that provide information on the way nursing homes are caring for their residents' physical, social and psychological needs (Troyer & Thompson, 2004).

Quality of resident care: The levels of care residents receive from their caregiver and this measurement is against the regulatory standards. Good quality resident care means doing the right thing at the right time for the right people with the best outcome (AHCA, 2005; Zimmerman, 2003).

Resident: A person, who resides in a SNF (Rantz, Zwygart-Stauffacher & Flesner, 2004).

Satisfaction: The measurement that indicates how satisfied the followers are with their jobs and leaders and the leadership methods (Avolio, 1999).

Transformational leadership: It is the ability to engage in the follower's interests and motivate them to develop and increase their effectiveness, efforts, confidence and results to evolve from individual concerns to interest in group or organizational achievements (Almo-Metcalf & Alban-Metcalf, 2001).

Transactional leadership: It is the process of rewarding or punishing followers for deviation in performance that is either positive or negative (Bass & Avolio, 1997).

Survey: The method used by states and the federal government to monitor facilities regulatory compliance.

Assumptions and Limitations

The assumptions and limitations for this research study included the followings:

1. The assumption is that there is a positive relationship between the key dimensions of transformational leadership which include inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence (Bass, 1985a; Bass & Avolio, 1994; Hater & Bass, 1988; Yammarino & Bass, 1990).

2. It is an assumption that all the participants' response to the questionnaires independently and honestly.

3. The sample size was limited to the state of Georgia. There are possible 350 facilities in Georgia.

4. The length of time a DON worked under the current NFA is a limitation.

5. The validity and reliability of the research study were limited to the accuracy of data collected from the Multifactor Leadership Questionnaire 5X Short Rater form, instrument used for data collection of the NFA's leadership style.

6. The sampling size and how the sample is obtained can affect the generalizability of the research finding results.

7. The study was limited to DONs working in nursing facilities. It did not include DONs in acute care hospitals, assisted living or other community-based facilities.

Delimitations

1. Selection of participants was limited to volunteers.

2. NFAs must be at their facility for at least 2 years to be eligible to participate in the study.

This research study only surveyed NFA in the state of Georgia.

CHAPTER 2. LITERATURE REVIEW

Introduction

This chapter will provide a review of literature relevant to this study. Both the general background literature and the studies of specific importance of this research will be discussed. This literature review will focus on transformational leadership and the elements of inspirational motivation, intellectual stimulation, and individual consideration (Bass & Avolio, 2004). The outcome of these critical elements includes the subordinates' satisfaction, extra effort, and the leader's effectiveness.

Historical Perspectives

Leadership is a widely investigated and researched phenomenon and widely discussed in modern political and organizational life. It has been defined and described from multiple perspectives by many authors and theorists. Kouzes and Pozner (2002), for example, described leadership as a process involving modeling, inspiration, questioning established norms, empowerment and encouragement. De Charon (2003) described leaders as those who must create a compelling vision for the future, provide inspiration for systematic progression toward this goal, generate challenge for continuous motivation, and offer personal encouragement to empower followers and garner dedication. Northouse (2001) focused on leadership from a group perspective by describing leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Blunt and Jones

(1997) asserted that it is in the last century that leadership became the focus of discussion for academia and many leadership theories were developed in the last five decades.

According to Sullivan and Decker (2005), leadership theories are divided into four areas: trait theories, behavioral theories, contingency theories, and contemporary theories. For the purpose of this study, a brief description of some of these theories is provided to provide clear understanding of the leadership theory and research. These theories include trait theories, behavioral theories, contingency theories, and contemporary theories.

The Trait Theory

Trait theories as asserted by Northouse (2004) followed the great man theories of leadership. The basic assumption of trait theories is that a person is born with leadership traits (Northouse, 2000). Trait theory was developed in the early twentieth century as great man theory; and as noted by Northouse (2007), its initial focus was to identify the innate abilities, personalities, and other characteristics of leaders. Some of the strength of the trait theory includes its natural appeal and the guide in selecting the traits prospective leaders should possess (Northouse, 2000). Northouse referenced leaders such as Napoleon, Abraham Lincoln, Mohandas Gandhi, and Hitler as effective leaders because they were born with essential leadership traits that set them apart from others.

Trait theories argue that leaders are born not made. Individuals are born with the traits and qualities that make them good leaders. Traits most often identified include enthusiasm, friendliness, assertiveness, self-confidence, and ambition, adaptability, decisive, dependable,

energetic, tactful, and organized (Bass, 1990a; Cherry, 2010). Other traits include social skills such as fostering and engaging in a sincere relationship with others, awareness of social environments and the ability to deal effectively with problems in an organization (Bass, 1990a). As noted by Bass (1990a), effective leaders must possess personality traits and task related characteristics. A leader must be able to problem solve, make appropriate decision, establish integrity through a trusting relationship with others in the organization. The author argued that it is essential for a leader to have a strong desire to be a successful leader, able to develop and implement new ideas, share the organization's mission vision, goals and objectives. Even though traits theories have fallen out of favor, numerous studies in recent years reveal that the traits identified decades ago are those that today's effective leaders possess. The fundamental difference is that many theorists believe at least some of the traits can be learned.

Behavioral Theories

According to Chemers (2000), behavioral theories were developed to ascertain if effective leadership was a function of the actual behaviors of leaders. Behavior theories of leadership focus on what the leader does in an organization to make them successful in their role. It focused on the leaders behaviors as opposed to the traits and skills approaches which draw attention to the personality characteristics of the leader. Behavioral leadership theories are based on the premise that leaders can be made; individuals can learn the behaviors that are needed to be a good leader. This theory believes that great leaders are made and not born. The goal of a leader is to have a good relationship with his or her subordinates.

A behavioral theory regarding leadership is developed by assessing what makes a leader successful and what actions these leaders perform. As noted by Chemers (1997), very large studies would result in a large number of behaviors related to success and the author argued that would-be leaders should be lectured on these behaviors. The basic assumption in behavioral theories is that leadership can be taught because the actions that lead to success can be identified and quantified. These behaviors help group members to achieve their goals and objectives, it makes followers have self-confidence and feel comfortable with the situation they are dealing with (Northouse, 2004)

Contingency Theories

Contingency theories are different in that the underlying assumption is that the leader's style and behaviors change based on the situation at the moment. Contingency theory was widely accepted because their findings were based on many variables that influence the leadership outcome (Northouse, 2004). The author noted that contingency theory was developed due to increased concern of performance and improved outcomes in organizations. Fiedler contingency theory which was developed in 1964 was the most widely known and accepted (Robbins, 2003). As asserted by Chemers (2000), this theory introduced new perspectives to leadership effectiveness. Chemers noted further that effective leadership depends on adequately matching the characteristics of the leader with the characteristics of the situation. Northouse (2004) credited the widely acceptance of Fiedler contingency theory to his ability to make generalizations about the styles of leadership when it was good and when it was bad for different organization context.

According to Northouse (2007), contingency theories basic premise is that there is no single best way to lead. The author noted that the most effective leadership style depends on the situation. Different styles need to be used in different settings with different people and contingency theories recognize that there is no one best style of leadership behavior. A leadership style that may be successful in one setting or with one group of people may not be successful in another situation or with other people.

Contemporary Theories

Contemporary leadership and management theories attempt to address the more complex environment in which organizations operate today. Some of the theories considered to be ‘contemporary’ are contingency theory, systems theory, and chaos theory. As explained earlier, contingency theory considers the exact setting, the followers, and other aspects of the existing situation when determining which leadership style will be most effective.

Systems theory has really been around for a long time but it is still a contemporary theory. This theory is based on understanding what a system is. A system is loosely defined as a collection of parts that work towards a specific goal (McNamara, 2010). An organization is considered to be an open system because it has both inputs and outputs. The inputs include resources, technologies, labor, and money and so on; the outputs are the products or services the organization provides. The processes of the organization use the inputs to produce the outputs. Those processes must be organized, planned, controlled and motivated for the greatest productivity.

Open systems like organizations receive feedback from internal and external sources. External sources include governments, consumers, suppliers, vendors, the society, and the market (McNamara, 2010). Systems theory offers a new perspective for leaders because it leads them to consider the many different parts of the organization and how these relate to each other

Chaos theory has also been around for a long time. The world is indeed chaotic. This is true of organizations because they must respond to the external drivers. Managers and leaders historically believed that events could be controlled. This assumption was proven false for at least 2 decades. Nothing is really consistent and dependable (McNamara, 2010).

This theory recognizes that very little can be controlled. This is especially true with the complexity of organizations in such a chaotic world. To explain this theory, many authors refer to biological systems which are complex. As systems become more complex, they become more volatile and more susceptible to significant events in the world (McNamara, 2010). It takes leaders more energy to deal with the complexity in order to maintain some degree of stabilities. It is very possible for systems to simply fall apart as the complexity of the system increase (McNamara, 2010).

Development of Bass' Leadership Theory

Burns (1978) identified the transformational construct of transformational leadership model which was built upon the theories of Maslow's hierarchy of needs and Weber's charismatic leadership work (Hartog, Van Muijen, & Koopman, 1997). In developing the transformational leadership theory, Bass (1985a) defined transformational leaders as those

seeking opportunity and take risk behaviors to create instead of react to environmental conditions. Bass (1985a) asserted that transformational leadership theory emphasizes the identification of the leadership behaviors that motivates subordinates to perform beyond their leaders expectations. As noted by Bass and Avolio (2004), the subordinates were able to exceed their job expectations because of their positive outlook of their leaders.

Transformational Leadership Theory

The transformational leadership theory and the use of Multi-Factor Leadership Questionnaire (MLQ) have been studied by many scholars. This theory is one of the most recent approaches to leadership and was introduced by Burns in 1978. Bass in 1985 expanded and refined this theory. Transformational leadership theory was defined by Shin and Zhou (2003) as inspiring subordinates by broadening and elevating subordinates goals, and by instilling the confidence in them to perform beyond expectations. Research in the area of healthcare and nursing management often considers the characteristics of leaders and the impacts for specific outcomes in the hospital, long-term care or clinical setting. In skilled-nursing homes, transformational leadership can inspire nurses and support personnel to strive for excellence in their jobs. Transformational leadership, though, is not only about how a leader perceives his or her role, but how the leader is perceived by others.

The characteristics of a transformational leader can be accessed through the use of a variety of tools, including the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995). This tool is a short questionnaire that measures specific characteristics and the frequency of their use by leaders in their organizational environment.

This measure, then, has been at the heart of a number of research studies on the characteristics that motivate nurses in the clinical setting.

A variety of research perspectives have been introduced regarding the use of the MLQ and the approaches to leadership. Brazier (2005) assessed the context and factors that impacted perspectives on leadership in the organizational setting, and found that transactional leadership often leads to hierarchical structures and higher levels of staff turnover that can negatively impact workplace process, including innovation and creativity. Transformational leadership styles are more likely to support positive group interactions, leader-member exchanges and a cohesive organizational climate, all of which can improve the perspectives of workers (Brazier, 2005).

One of the key factors related by Brazier is that transformational leadership is not the only type of leadership model that can be used in long-term care facility or in the actions of nurse managers. In fact, transactional leadership is more frequently the type that is applied in the nursing process. At the same time, there are distinct elements that underscore the value of transformational leadership in securing support for paradigmatic changes, for quality improvements, and for methods for reducing nursing burnout.

Rowold and Heinitz (2007) applied the outcomes of the MLQ and one other psychometric measure, the Conger and Kanungo Scales (CKS) to determine the differences in relation to transformational, transactional and charismatic leadership. These researchers found that when assessing transformational and charismatic styles, both the scales showed similar outcomes, while assessments made regarding transactional leadership showed differential outcomes. The authors related the fact that leadership satisfaction was an

indicator that could be assessed in relation to the variant leadership types and was positively associated with transactional leadership. Different leadership styles can be applied to a variety of occupations within the healthcare environment, but also relate the need for transformational leadership as a means of implementing strategies in the constantly changing healthcare workplace.

Transformational leadership both inspires and motivates participants in an organization to go beyond the bare requirements of their job and to strive for excellence. The MLQ has been utilized to determine the perspectives of nurses and other support personnel on the leadership style and effectiveness of nurse managers. Although most studies have shown a positive correlation between leadership style and outcomes in healthcare settings, there are some questions in regards to consistency of outcomes that have been noted in regards to the MLQ.

Transformational Leadership

As mentioned above, transformational leadership was first discussed by Burns (1978) and the model was formulated by Bass (1985a) and many researches on this topic were based on this model. According to Bass (1990) transformational leadership occurs when leaders broaden and elevate the interests of their subordinates. Follower's higher level of personal commitment can lead to greater productivity (Barbuto, 2005). Barbuto noted further that this type of leadership emphasizes the actualization of their subordinates. This may involve both the NFAs and their subordinates raising one another's achievements, morality and motivations to such a high levels that might otherwise have been impossible (Barnett, 2003).

It is the assumption of transformational leaders that their subordinates may follow leaders that can inspire and motivate them. Transformational leaders believe that subordinate that has passion and vision can achieve the organizational goals and achieve great outcome.

Generally, NFAs that practice transformational leadership styles are able to cope with change and good at initiating new subordinates behaviors. Agreeing with this notion, Yukl (2002) noted that with transformational leadership, the followers feel trust, admiration, loyalty, and respect towards the leader, and they are motivated to do more than they originally expected to do.

Authors such as Barbuto (2005), Judge and Piccolo (2004), and Kelly (2003) agreed with Bass' (1985b) suggestion that four factors make up transformational leadership (see Table 1). Those leaders who are perceived by their subordinates as courageous, visionary and value driven possess the four behavioral styles. The four behaviors as shown in Table 1 include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1993; Bass & Steidlmeier, 1999; Yukl, 2006).

According to Almo-Metcalfe and Alban-Metcalfe (2001) transformational leaders displayed certain behavior in their efforts to transform followers to higher level of personal and professional development. Positive outcomes were attained when these set of behaviors are consistent with the leaders' beliefs. These set of behaviors which are the key dimensions of the transformational leadership as noted by Hartog et al. (1997) are mentioned in Table 1. According to Bass (1999), an administrator who is a transformational leader will transform the facility by instilling ideological values, moral purpose, and generate strong commitment

instead of threatening punishment, will over material incentives, or change the physical work environment.

Idealized Influence (Attributed)

This refer to the charismatic aspect of transformational leadership which shows that the leaders perform in such ways that enable subordinates trust, respect and have in confidence in their leaders. These types of leaders behave in such a way that enables subordinates to identify with them and this is the first dimension that results in subordinate's admiration of their leader. These type of leaders as asserted by Bass and Avolio (1994) consistently convey determination and high standards of conduct as they display their self-confidence which led subordinates in freely making self-sacrifices towards attaining higher goals (Hartog et al., 1997). As noted by Bass and Avolio (1994), it is resulting in a strong internalization by the subordinates of the leader's goals and values.

Idealized Influence (Behavioral)

This refers to leaders who are exemplary role models of subordinates. NFAs with this type of leadership display conviction; emphasize trust; take stands on difficult issues; present their most important values; and emphasize the importance of purpose, commitment, and the ethical consequences of decision. These types of leaders are admired by their followers as role models and they inspired to model the behavior of these leaders (Almo-Metcalf & Alban-Metcalf, 2001).

Inspirational Motivation

Inspirational motivation describes NFAs who motivate their subordinates to commit to the vision of the SNFs, and they encourage their workers to go beyond self-interest. It is the degree to which these leaders articulate facility vision that is appealing and inspiring to their subordinates. A leader with inspirational motivation encourages their followers to reach goals of providing quality care to the residents, increase revenue and customer's growth for the facility. NFA must be able to convey the meaning of the facility vision to subordinates. This second dimension of the transformational theory is closely linked to idealized influence. Inspirational motivation focus on building subordinates confidence, inspire subordinates, act as subordinate's role model, aligns subordinates toward action, and motivate individual subordinates intrinsically (Gellis, 2001; Thyer, 2003). As noted by Gellis (2001), the value of a leader with transformational leadership in a nursing facility is their ability to focus on the future and produce new ideas. This type of leaders should be able to develop a realistic vision that will motivate subordinates. Leaders must communicate this vision in such way that their subordinates will buy into it. Considering the constant changes in healthcare these are valuable traits in SNFs.

Intellectual Stimulation

Intellectual stimulation describes NFAs who encourage innovation and creativity through challenging the normal beliefs of their followers (Gellis, 2001). This relate to the encouragement the NFA provides for subordinates to become creative and innovative. NFAs with intellectual stimulation promote critical thinking and problem solving to make SNFs

better. These leaders are able to understand and solve problems innovatively. They encourage their subordinates to apply creativity, intellect and innovativeness in solving problems (Gellis, 2001). Vandenberghe (2002) asserted that administrators with transformational leadership emphasize the importance of logical reasoning in solving problems. The transformational leadership works perfectly for healthcare when we consider the fact that clinicians in healthcare setting such as SNFs enjoy autonomy and making decisions as part of the interdisciplinary team caring for residents and patients (Reinhardt, 2004; Ribelin, 2003). Although some experts believe that transformational leaders are not tough but the reality is that these leaders challenges their followers to be innovative and creative. They continuously challenge their subordinates to higher levels of performance.

Individualized Consideration

Individualized consideration is the third dimension in the four factors that makes up transformational leadership. This approach describes administrators that act as coaches, mentors, and advisors to their subordinates (Vandenberghe, 2002). Administrators with individualized consideration attempt to know each subordinate's talents and assigned those subordinate responsibilities accordingly. The NFA attends to each subordinates needs and listens to their concerns. This approach fulfills the individual needs for self-actualization, self-fulfillment, and self-worth. It also motivates subordinates to further achievement and growth (Hartog et al., 1997). Administrators with this approach encourage their subordinates to reach the goals that help both the subordinates and the facility. The important element for

this dimension is empathy and insight. NFAs should know the developmental need of their subordinates and be able to motivate and support their subordinate's interest.

Table 1. Full Range Leadership Model

| Attributes | Transformational leadership trait |
|-------------------------------|--|
| Idealized attributes (IA) | <ul style="list-style-type: none"> • Instill pride in orders for being associated with them • Go beyond self interest for the good of the group • Act in ways that build others' respect for them • Display a sense of power and confidence |
| Idealized behaviors (IB) | <ul style="list-style-type: none"> • Talk about their most important values and beliefs • Specify the importance of having a strong sense of purpose • Consider the moral and ethical consequences of decisions • Emphasize the important of having a collective sense of mission |
| Inspirational motivation (IM) | <ul style="list-style-type: none"> • Talk optimistically about the future • Talk enthusiastically about what needs to be accomplished • Articulate a compelling vision of the future • Express confidence that goals will be achieved |
| Intellectual stimulation (IS) | <ul style="list-style-type: none"> • Re-examine critical assumptions to questioned whether they are appropriate • Seek differing perspectives when solving problems • Get others to look at problems from many different angles • Suggest new ways of looking at how to complete assignments |
| Individual consideration (IC) | <ul style="list-style-type: none"> • Spend time teaching and coaching • Treat others as individual rather than just as a member of the Group • Consider an individual as having different needs, abilities, and aspirations from others. • Help others to develop their strengths |

According to Bennis and Nanus (1985), transformational leadership is effective because it creates a meaningful and satisfying work environment for their subordinates. The authors asserted that administrators with this type of leadership will have a clear vision of the future state of their facilities, they will be social architects for their facilities; create trust in their facilities by making their own positions clearly known and then standing by them, and will use creative deployment of self through positive self-regard.

Transactional Leadership

Transactional leadership identify the needs of their followers, they use contingent positive or negative reinforcement in controlling their subordinates behavior (Bass, 1985b, Bass & Avolio, 1994). It is an exchange relationship between the administrators and their followers. This exchange between the administrators and their subordinates must be of equal value (the care and services provided by the subordinates is exchange for the wages or other rewards). As asserted by Hughes, Ginnett and Curphy (1999), this exchange is not limited to monetary exchange only but it could be political, psychological, or economic exchange. Burns (1978) pointed out that transactional leaders pay more attention to day-to-day operations and believe strongly in preserving the status quo. As asserted by Bass (1985b), transactional leadership model is an expression of power which belongs to the leader.

Comparing the transformational leadership styles to transactional leadership styles, research shows that transformational leader as asserted by Reinhardt (2004) serves as agent of change while transactional leaders focus on stability. Thyer (2003) asserted that healthcare systems attracts transactional leadership framework due to it's bureaucratically structure. Administrator's with contingent reward leadership behavior tends to clarify and recognize goals or task which is generally accompanied by rewards for attainment of the set goals. Administrators who practice transactional leadership use rewards to motivate their subordinates so they can act in accordance with the administrator's directives (Burns, 1978). These leaders observe their followers and are involved only when goals or tasks are not accomplished (Antonakis, Avolio, & Sivasubramaniam, 2003).

Contingent rewards point out what subordinates will receive if they do what needs to be done. It consists of the rewards subordinates who complete their task and achieve the set performance goals. It refers to positive feedback and reinforcement even when the subordinate's performance is maintained at an average level. Those administrators who display the management by exception-active leadership behavior specify the standards their subordinates should comply with. This occurs when the administrator monitors the subordinates for mistake and takes appropriate action to correct. They aggressively seek out mistakes and errors. Administrators with this leadership style pay close attention to subordinates mistakes, deviances and errors to enable them develop and implement plan of correction immediately. In contrast, leaders with management-by-exception passive behaviors will only take action when the problem becomes a serious issue. Transactional leaders with this behavior establish what constitute acceptable performance (Avolio & Bass, 2004). These leaders intervene or monitor occasionally (Avolio & Bass, 2002). Transactional leaders who possess management by exception-passive leadership behaviors only intervene when their followers were not able to accomplish their task or meet standards. These leaders only take action when the issues are very serious (Avolio & Bass, 2000).

Laissez-Faire Leadership

The leadership style of laissez-faire as noted by Bass (1985c) is really no leadership. Administrators with this type of leadership styles avoid making decisions, they ignore issues, do not follow up, and they do not get involve. Administrators with this type of approach do not provide a real direction for their subordinates. As asserted by Avolio and Bass (1999),

these leaders do not wish to be bothered, and they do not care. The authors noted further that laissez-faire leaders leave their subordinates to fend for themselves even when they seriously need the support of their leaders. This type of leadership believes that orders, creativity, inspiration, help and support are not necessary. As noted by Avolio and Bass (1994) and Antonakis et al. (2003), administrators with laissez-faire leadership styles appear indifferent to situations their followers are dealing with. This leadership styles is the least effective style because it lack initiation, consideration, task orientation, direction and participation.

Bass (1990) asserted that laissez-faire leadership represents poor quality work and unable to accomplish set organizational goals. Administrators with this leadership style have a tendency to play more, are disorganized, full of discouragement, frustration, and are unnecessarily aggressive compared to all other leadership styles categorized under democratic leadership styles (Bass, 1990). Laissez-faire leadership style will negatively affect DONs' satisfaction towards their administrator, motivation toward extra effort, and perceived administrator's effectiveness.

The identification of the key elements of transformational leadership theory which include transformational, transactional, and laissez-faire leadership styles shows understanding of the behaviors the leaders within this framework possess. The five factors of transformational leadership behavior as noted by Bass and Avolio (2004) include idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individual consideration.

Leadership in Long-Term Care

Leadership in long-term care facilities is one area of concern as noted by Angelelli, Gifford, Shah and Mor (2001). According to Hasemann (2004), the long-term care facilities that offer excellent quality care have a dynamic and effective leader. Effective leadership is critical to the success of any SNF. The role of nursing facility leaders is evolving together with many trends, which include emphasis on quality of resident care and leadership. These facilities continue to experience lots of pressure from the public and the government demanding improved quality of care to residents in the nursing facilities. The demands present enormous challenges that required nursing facilities to have a capable leadership if they intend to succeed.

There are many factors in long-term care that affects the NFAs and DONs. Among them is improving the quality of resident care which is just one of many complex challenges nursing home leaders faces today. As asserted by Scott, Vojir, Jones, and Moore (2005), leadership in SNFs must be able to facilitate the behavior needed for the type of interdependence needed in providing care to the vulnerable populations in this healthcare sector. Others include shortage of nurses, low retention rate of DONs and administrators, management and leadership issues. Administrators possess the ability to develop and utilize effective leadership methods like transformational leadership to stabilize nursing retention by reducing nursing turnover and ultimately increasing the quality of care and quality of life of the residents. As discussed by Avolio and Bass (2004), an organization can use effective transformational leadership to achieve its mission and set goals.

Hunt (2000) noted that since leadership is socially entrenched in the routine and history of the industry and organization, any study of leadership is incomplete unless it takes into account the environmental context. Hasemann (2004) argued that how one leads is dependent upon one's position in the organization. An example of this is that, the way an executive deals with problem is different from the frontline supervisors approach, and leaders in a dynamic industry lead differently than their counterparts in stable environments (Moon, 2004). Many theorists described leadership from different perspectives. According to De Charon (2003), leaders are individuals who believe that they need to create vision for the future, provide inspiration, motivate and encourage their followers. Kouzes and Pozner (2002) believe that leadership is a process that encompasses modeling, inspiration, questioning, encouragement and empowerment.

Transformational Leadership in Healthcare

According to Institute of Medicine (IOM) report in 2001, the U.S. healthcare delivery system does not provide high quality care consistently to all Americans. It was reported that poor organization of healthcare delivery system prevent United States citizens the needed access to effective healthcare. Levey, Hill, and Greene (2002) argued that organization effectiveness cannot be achieved without strong leadership. The authors added that is very critical o promote leadership development in healthcare organization. Some of the studies conducted to examine transformational leadership in healthcare are shown in Table 2

The Multifactor Leadership Questionnaire (MLQ) has become a common standard assessment used in determining leadership characteristics in nursing managers. Because

transformational leadership has become an imperative in the modern healthcare environment, the MLQ has been used to assess leadership style and determine the utility for reducing nursing burnout, improving performance and reducing workplace stressors. When applying this perspective to the work of nurse managers, there is a distinct link between the perceived benefits of this kind of leadership paradigm and the changing nature of the healthcare environment. The increasingly complex needs of SNFs suggest that transformational leadership needs to be applied to effective nursing strategies.

Table 2: Research Studies on Examination of Transformational Leadership in Healthcare

| Year | Researchers | Research topic | Research findings |
|------|------------------------------|--|--|
| 2009 | Gowen, Henagan, and McFadden | Knowledge management as a mediator for the efficacy of transformational leadership and quality management initiatives in U.S. health care. | Positive impacts of transformational leadership skills on knowledge management and organizational outcomes in hospitals |
| 2007 | Kanste, Kyngas, and Nikkila | The relationship between multidimensional leadership and burnout among nursing staff | The research study revealed that rewarding transformational leadership seems to protect particularly from depersonalization |
| 2006 | Spinelli | The applicability of Bass's model of transformational, transactional, and laissez-faire leadership in the hospital administrative environment. | The research study indicates that the relationship between transformational leadership and the outcome factors were stronger and more positive than were the transactional and laissez-faire styles. |
| 2005 | Leach | Nurse executive leadership and organization commitment | There is positive relationship between the nursing leadership and organizational commitment among nurses |
| 2005 | Skinner and Spurgeon | Leadership and empathy, work satisfaction, and outcomes | Positive correlation exists among transformational leadership and empathy scale of concern, matching, and perspective taking. |
| 2004 | Kleinmann | Nurse manager leadership behaviors and nurse staff turnover rates | Transactional leadership styles shows a negative influence on nurses retention |

Gowen et al. (2009) maintained that as the health care industry expands in this country and the needs of an aging population increase, the need for effective nursing leadership is an imperative of health organizations. Gowen et al. studied the impacts of transformational leadership and quality management on the overall knowledge management of hospitals and healthcare organizations, suggesting that the three are linked. In an effort to demonstrate the imperative for transformational leadership, these authors maintained that organizational performance is linked to these elements, and the development of methods for improving nursing function and the operational process in the clinical setting is based on the capacity to demonstrate transformational leadership through distinct assessments of leadership characteristics.

In another study, Kanste et al. (2007) took a specific look at the impacts of leadership perspectives assessed through the use of the MLQ in regards to the impact on nursing burnout. Kanste et al. recognized the need to assess the impacts of leadership characteristics on the functioning of nursing staff. Nursing burnouts, which can result from unsafe work conditions, poor leadership methods, lack of consistency, poor staffing, and the physical and emotional elements of the job, are perceived as one of the most difficult issues to address in terms of maintaining adequate staffing. In hospitals and long-term care facilities, introducing methods to maintain the nursing workforce sometimes relates to the nature of nursing leadership.

Kanste et al. (2007) took this perspective and integrated a view of differentiated leadership elements to the satisfaction of nursing staff. The researchers maintained that there is little systematic or exploratory research that indicates that levels of satisfaction or

improvements in nursing burnout can be obtained through changes in leadership style. These researchers considered the impacts of specific nurse manager leadership styles on the perspectives of nursing staff in multiple healthcare organizations. Transformational leaders who rewarded their staff were more likely to support environments in which depersonalization do not occur, thereby reducing the chance of emotional exhaustion that is common to nursing burnout. At the same time, the researchers also found that a variety of situational factors, not just nurse management leadership styles, impacted perceptions of nurses regarding the onset of nursing burnout.

Spinelli (2006) evaluated the relationship between transformational, transactional, and laissez-faire leadership styles of the CEO and the behavior of subordinates in the healthcare organization. In this study, the independent variables of the leadership styles is the transformational, transactional and laissez-faire leadership style of the CEO while the dependent variable is the leadership outcome of extra effort, leader effectiveness, and satisfaction with the leader as perceived by the subordinates. According to the author, it is very critical for the organization leaders in healthcare organizations to develop a good working relationship with their subordinates to be successful during this period of declining profit margins, reduced reimbursement, shortage of healthcare workers, and increased cost of technology.

In this study, Spinelli (2006) utilized the MLQ to test the hypothesis that there is a correlation between the leadership styles of healthcare CEOs and subordinates' managers' extra effort, satisfaction with leader, and perception of leader effectiveness. Participants for this study were selected from five hospitals in Northern Pennsylvania. 150 participants were

targeted and the author used 101 qualified responses. This study concluded that transformational leadership is positively correlated with leadership outcome of satisfaction with leader, extra effort, and perception with leader effectiveness. According to the author, the more transformational a leader is perceived to be by his or her subordinates, the more effectively the subordinates will work for the organization. This can be interpreted that the more transformational SNF administrators are perceived to be by their DONs, the more effectively the DON will work for the SNF.

In this study, Leach (2005) investigated the relationship between the leadership style of the nurse executive and organizational commitment among nurses in the hospital. This study's findings include a positive relationship between nurse leadership and organizational commitment among nurses; nurse executives who practice transformational leadership styles have positive effects on staff nurses commitment in the healthcare organization. This study shows the need for and importance of effective transformational leadership and organizational commitment in difficult times.

Skinner and Spurgeon (2005) in their study investigated the relationship between the healthcare managers self evaluation of empathy, the managers perceived leadership styles by their staff, and the staff perceived work satisfaction and outcomes measure. The researchers' findings include positive correlation between the transformational leadership and empathy scale of concern, matching, and perspective taking. The study support the notion that empathy should be included as part of transformational leadership training.

In another research study conducted by Kleinmann (2004), the researcher examined the perceptions of the leadership behavior of the nurse managers in connection with the staff

nurse turnover. Kleinmann (2004) also compared the leadership behaviors of nurse managers as perceived by the subordinates. This study finds no significant differences between nurse managers and staff nurses perceptions relating to leadership behaviors of inspirational motivation, active and passive management-by-exception, and laissez-faire. A transactional leadership style shows a negative influence on nurses' retention.

Leadership Outcome

Bass and Avolio (2004) focused on leadership outcomes of satisfaction, extra effort and leader effectiveness. These leadership outcomes were the focus of other studies reviewed in this study. These leadership outcomes are shown in the table 4 below.

Table 3: Leadership Outcomes

| Effort | Outcomes of leadership |
|---------------|---|
| Extra effort | Motivate subordinates to do more than they expected to do Intensify subordinates desire to be successful Encourage and increase subordinates eagerness to worker harder towards their goals |
| Effectiveness | Must be effective in meeting subordinates job related needs Must be effective in representing their subordinates to higher authority Must be effective in meeting the organization requirements Must be able to lead effective group |
| Satisfaction | Must use the leadership style that are satisfying Must work with subordinates in satisfactory way |

Source: Bass & Avolio, 2002; 1996

Extra Effort

One of the outcomes of transformational leadership is the extra effort. Extra effort as explained by Bass and Avolio (1997) is the amount of work subordinates exert as a result of the leadership influence. This refers to the willingness of the subordinates to exert extra

effort when they are motivated by their leaders beyond their initial goal (Bass, 1985a; Bass & Avolio, 1994, 2004). As asserted by Montana and Charnov (1993) in their study, subordinates who are highly motivated increase their productivity significantly and are satisfied with their job. It is very important for leaders to select the behavior that might positively influence the decisions of their followers to exert extra effort. Kanfer (1990) argued that motivation provides direction for subordinates. Identifying this behavior when help the leader in selecting the behavior that increase their subordinates exceptional performance.

Leader Effectiveness

The leader effectiveness is another topic associated with leadership outcomes in the literature on transformational leadership. Leadership effectiveness is defined by most researchers in terms of the outcome of the leader's actions as perceived by their subordinates and other organizational stakeholders. Perceived effectiveness of an administrator by subordinate is beneficial to both subordinates and the administrator. Among many benefits for subordinates include higher satisfaction, higher level of commitment to the SNF, well prepared to deal with constant changes in SNFs. The administrator benefits will include higher retention and opportunity for advancement within the facility. When subordinates perceived the administrator to be very effective in the SNF, the employees will be able to maintain good performance (Yukl, 1994). As noted by Bass and Avolio (2004), DON will respect, admire, and have confidence in the administrator when they perceive the administrators as being effective. The DON will be willing to accept the administrator's new

ideas, and they will be willing to change their values, beliefs, and attitudes from negative to positive ones (Bass & Avolio, 1994, 2004) The administrator effectiveness will be the DON's perception relating to the following behaviors of their administrator (Bass, 1985; Bass & Avolio, 1994, 2004): (a) meeting the job related needs of the DON, (b) representing the DON's need to corporate high level executives, (c) overall group effectiveness, and (d) contributing to the organizational performance.

Satisfaction

Satisfaction as a leadership outcome in a SNF in this study refers to DONs feelings towards their administrator's leadership style, methods, and the way the administrator meets the DONs' expectations (Bass, 1985b; Bass & Avolio, 1994, 2004). This is used to describe those characteristic that affect how the DONs perceive their duties in SNFs. To better evaluate subordinates satisfaction level, administrators must put into consideration characteristics of the subordinates work environment (Avolio, 1999); subordinates satisfaction shows whether or not the DON agrees with the administrator's leadership. When DONs are satisfied with their administrators' leadership style, they are more motivated and committed to the facilities and their departmental goals.

Summary

Transformational leadership focus on inspiring subordinates by broadening and elevating subordinates goals (Shin & Zhou, 2003), it involves as noted by Thyer (2003) in developing subordinates who are intellectually stimulated and are willingly to put

organization's goals and interest before their personal goals and interest. Administrators who want to be successful will need to motivate their subordinates. Administrators with transformational leadership style will utilize idealized influence, inspirational motivation, intellectual stimulation, and individual consideration to encourage subordinates to put organization's goals before their personal goals

Transformational leaders articulate their vision and beliefs in their subordinates. These leaders encourage their subordinates to be creative and innovative when they are attempting to solve difficult problems and arrive at desirable solutions (Doran et al., 2004). The empirical review of research studies in this chapter indicates that transformational leaders positively correlate with leadership outcomes such as satisfaction, leader effectiveness and extra effort.

CHAPTER 3: METHODOLOGY

Introduction

The content of this chapter include the research methods and procedures used in this research study. This chapter includes discussion on research design, sample, instrument, data collection procedure, and data analysis procedures. This quantitative study utilized nonexperimental survey to examine the relationship between the NFAs' leadership styles and the DONs' satisfaction with the administrator, willingness to exert extra effort and DONs' perception of their administrator's leadership effectiveness

The three research questions and three hypotheses with three null hypotheses in this study were

1. Is there a relationship between the transformational leadership styles of NFAs and DONs' willingness to exert extra effort?
2. Is there a relationship between the transformational leadership styles of NFAs and DONs' perception of administrator effectiveness?
3. Is there a relationship between the transformational leadership styles of NFAs and DONs' satisfaction with their administrator?

Alternative and Null Hypotheses

Ha₁: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation,

individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ.

Ha0: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ.

Hb1: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perception of their administrators effectiveness as measured by the MLQ.

Hb0: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perception of their administrators effectiveness as measured by the MLQ.

Hc1: There is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ.

Hc0: There is no relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ.

Research Philosophy

The result of effective leadership styles as argued by Bass and Avolio (1997) will lead to the leadership outcome of effectiveness, extra effort, and satisfaction. As asserted by Ribelin (2003) these outcomes positively affect the delivery of healthcare services.

Quantitative analysis is best suited for single-subject analysis because it is more descriptive in nature, generally and/or quasi-experimental, and more correlational than the use of qualitative analysis (Cooper & Schindler, 2003). Such studies are steeped in traditional research design dealing with numbers, theory, and hypothesis testing. Quantitative research requires clear definition of data type, sample, and sample size. The researcher should consider the cost of the data collection, sample size, and the manner in which the information should be analyzed and documented. Data in the study were analyzed with SPSS 15.0 for Windows, which is appropriate for quantitative data analysis.

As asserted by Cooper and Schindler (2003), data analysis is commonly divided into two broad types: exploratory (which explores the data) and confirmatory. A modern approach to quantitative analysis is exploratory data analysis (EDA), enabling the researcher to display the data in a diagram or picture. This process has been criticized for being an informal approach to analysis. It is necessary to note that one needed to confirm data, and that the use of pictures is not sufficient to complete the analysis process. Depending on the type of study, additional information might be based on differences in means, correlations, coefficients, and/or regression coefficients (Cooper & Schindler, 2003). Since the study is correlational, correlational analyses were conducted.

Statistical analysis of quantitative data could include the use of measures of central tendency: measures of variability, standard deviation, confidence intervals, Chi square, cross tabulation, linear correlation, scatter diagrams, etc. There are also simple ways to describe the data such as summarizing the aspects of the data or the use of descriptive statistics. As asserted by Robson (2002), there is no clear and accepted single set of conventions for analysis corresponding to those observed with quantitative data. However, there are ways to deal with data in a systematic way. In assessing the relationships between variables, the appropriate statistical test is correlation (Howell, 2008).

The strength of the relationship is measured by a correlation coefficient. The most common correlation coefficient is the Pearson product-moment correlation coefficient (r). The Pearson r can range in values between -1.00 to +1.00. The magnitude of the correlation reflects the strength of the relationship between the variables. For instance, in Research Question 1 (“Is there a relationship between NFAs’ leadership styles and DONs’ perception of extra effort?”), the question essentially being asked is “Do leadership styles vary with DONs’ perception of extra effort?” The relationship between two variables (leadership styles, perception of extra effort) is under consideration. The variables can be denoted “ x ” for leadership styles and “ y ” for perception of extra effort. Plotting the values for the variables is one way of gaining insight into the relationship. The scatterplot is one of the most useful techniques for gaining insight into this relationship (see Figure 1).

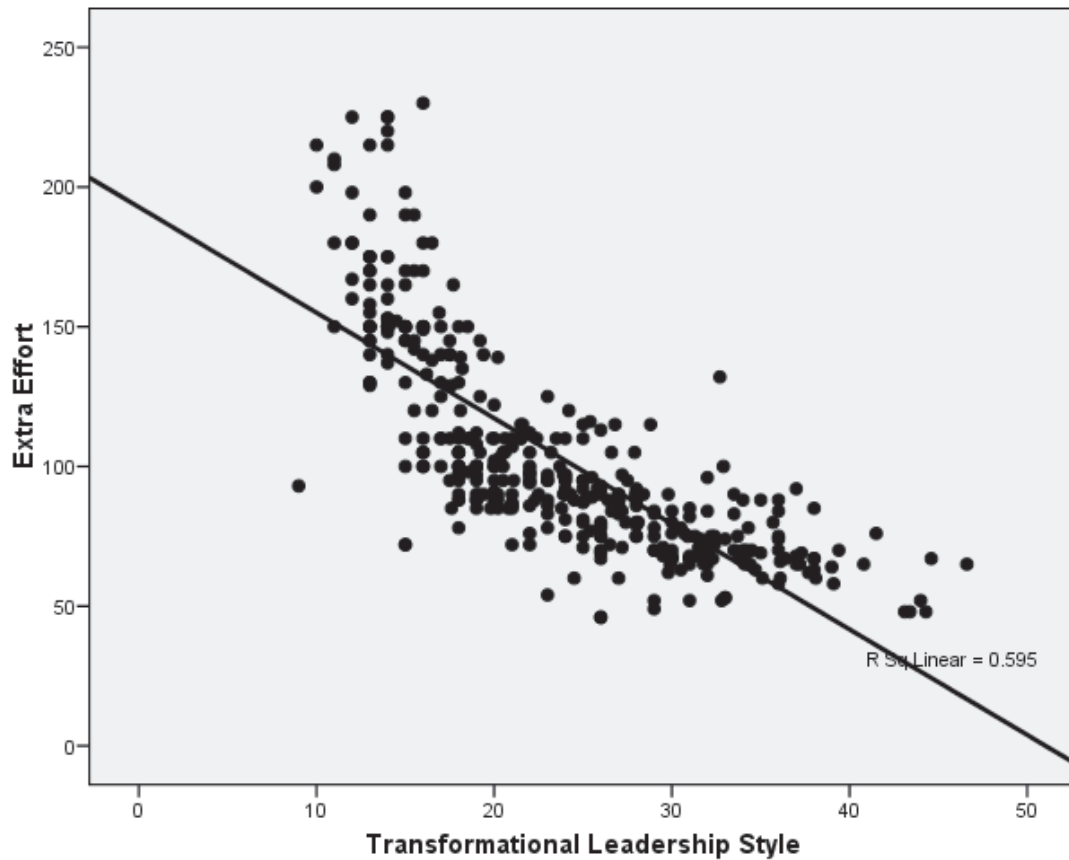


Figure 1. Sample scatterplot.

Research Design and Variables

The Multifactor Leadership Questionnaire (MLQ) Form 5X Short (Revised) was developed by Bass and Avolio (1995). This was used to collect data regarding the transformational leadership style of the SNF administrator and the director of nurse's perception of the administrator's styles and relationship to outcomes. The background information was collected through a demographic questionnaire and background data about the participant's leadership experience.

The independent variables in this study is the leadership style which encompass idealized influence, inspirational motivation, intellectual stimulation, and individualized considerations, contingent reward, management-by-exception, and laissez faire leadership. The dependent variables include the DON outcome variables: willingness to exert extra effort, perception of administrator’s effectiveness, and satisfaction with the administrator in the SNF as a result of the administrator. These variables are operationally defined in Table 4.

Table 4. MLQ Leadership Factors and Outcome Variables

| MLQ leadership factors | Description |
|------------------------------|--|
| Transformational leadership | |
| Idealized attributes | Instill pride in orders for being associated with them and go beyond self interest for the good of the group |
| Idealized behaviors | Specify the importance of having a strong sense of purpose and collective sense of mission; Consider the moral and ethical consequences of decisions |
| Inspirational motivation | Optimistic about the future and focus on what needs to be accomplished; Express confidence that goals will be achieved |
| Intellectual stimulation | Re-examine critical assumptions to questioned whether they are appropriate; Get others to look at problems from many different angles |
| Individualized consideration | Spend time teaching and coaching and help others to develop their strengths; Consider an individual as having different needs, abilities, and aspirations from others. |
| Transactional Leadership | |

Table 4 *continued*

Table 4 (continued)

| MLQ leadership factors | Description |
|---------------------------------|--|
| Management-by-exception-active | Focused on monitoring task execution for any mistakes that might occur. This involves proactive leadership |
| management-by-exception-passive | This involves reactive leadership. Intervened after problems arose. |
| Contingent reward | Monitor subordinates performance and reward them accordingly |
| | Laissez-faire leadership |
| Laissez-faire | Shy away from responsibility and is absent when needed by subordinates. |
| | Outcome variables |
| Extra effort | Motivate subordinates to do more and intensify subordinates desire to be successful |
| Leader's effectiveness | Effective in meeting subordinates job related needs, and able to lead effective group |
| Satisfaction with leader | Use the leadership style that are satisfying and work with subordinates in satisfactory way |

Sample

The study sample comprised 359 for profit, nonprofit, private, hospital based, and government owned SNFs in the state of Georgia. SNF administrators must be at their facility for at least 2 years to be eligible to participate in the study. Avolio and Bass (2000) argued that there is no specific size of rater group suggested as requirement (minimum or maximum) for a single leader evaluation when using the Multifactor Leadership Questionnaire (MLQ) 5X Short Rater Forms. As noted by Neuman (2003), in selecting a sample size, one should

consider the number of variables being examined simultaneously, degree of accuracy required, and the diversity in the population. To participate in this study, the administrator must be licensed and be working as a NFA in the state of Georgia.

In this study, the predictor variables that were examined were transformational, transactional, and laissez-faire leadership styles. The outcome variables were the leadership outcomes of extra effort, leadership effectiveness, and DON's job satisfaction. The research included the entire population of skilled-nursing home administrators in the state of Georgia and all of them had an equal opportunity to participate in the study. The list of the administrator and the facility was obtained from the Georgia Department of Community Health website (<http://www.medicare.gov/NHCompare>) and Georgia Health Care Association directory. The study used nonprobability convenience sampling method because the participants are available and had to be willing to participate in the research. As asserted by Creswell (2005), researchers select participants who are willing and available to participate in research study.

Research Instrument

Two self report survey instruments were used to collect data for this study. These instruments are MLQ 5X Short Rater Forms and a demographic questionnaire developed by this researcher. The MLQ was used to collect data for regarding the predictor variables of transformational, transactional, and laissez-faire leaderships and the outcome variables of DON's willingness to exert extra effort, DON's perception of administrator's leadership effectiveness, and DON's job satisfaction.

Survey Tool and Instrumentation

The MLQ 5X short Form is a 45-item questionnaire using Likert scale to measure the leadership behavior and leadership outcomes (Bass & Avolio, 1999; Tejada, 2001). Thirty-six of these items were used to measure the predictive variables of leadership behavior while nine items were used to measure the outcome variables (Bass & Avolio, 1997). Three components measured the leadership outcomes of a DON's willingness to exert extra effort, a DON's perception of administrator effectiveness, and a DON's job satisfaction (Bass & Avolio, 1997). The MLQ measured the following factors of transformational leadership: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The transactional leadership factors include contingent reward, management-by-objective-active and management-by-objective-passive. The non leadership factor is the Laissez-faire leadership.

The MLQ 5X Short Form comprise of 45-descriptive items (see the Table 2). These items contain eight behaviors that measured transformational and transactional leadership attributes, while one measured laissez-faire or non leadership. The transformational behaviors epitomized idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The transactional behavior is characterized by contingent reward, management-by-exception-active, management-by-exception-passive, and laissez-faire.

Demographic

Demographic data were collected to gain insight into the sample population. This form was used to collect background information on both the administrator (leader) and the DON (rater). This questionnaire was designed to elicit demographic and professional information from the participants. The information includes research participant's age, gender, and highest level of education. Professional information included number of years as a NFA, number of years employed at the current nursing facility, facility's number of beds, and ownership type. The rater questionnaire include entry level of education for nursing, number of years in leadership position, years in the facility, and length of time the DON has worked under the direction of the current administrator, and number of years as a DON. The collection of demographic variables helps to assess the external validity of the study. Inferences cannot be made about the study population without knowing about the sample population. For instance, if the study population is primarily comprised of White males, but the majority of respondents are African American females, that information is useful since it could be argued that the results may only be generalizable to African American females.

Pilot Testing

The demographic questionnaire was pilot tested on five administrators for readability and reliability. Information on the demographic questionnaire include age, gender, highest educational level, years as an administrator, years in present facility, size of the facility, and ownership type. The DONs involved in the sample received the 10-questionnaire tool. Information on the questionnaire included gender, age, highest level of education, years as a DON, and length of time the DON has worked under the direction of the current administrator. This learner collected and sorts the demographic information for trends and patterns.

Table 5. Factors of MLQ 5X Short Form

| Factor | Measured by item |
|-----------------------------------|------------------|
| Idealized Influence Attribute | 10, 18, 21, 25 |
| Idealized influence behavior | 6, 14, 23, 34 |
| Inspirational motivation | 9, 13, 26, 36 |
| Intellectual stimulation | 2, 8, 30, 31 |
| Individual consideration | 15, 19, 29, 31 |
| Contingent reward | 1, 11, 16, 35 |
| Management-by-exception-active | 4, 22, 24, 27 |
| Management-by-exception-passive | 3, 12, 17, 20 |
| Laissez-faire leadership | 5, 7, 28, 33 |
| Willingness to exert extra effort | 39, 42, 44 |
| Leadership effectiveness | 37, 40, 43, 45 |
| Satisfaction | 38, 41 |

Bass & Avolio (1995)

Procedure

Administrators and Georgia Health Care Association database was the source of the sample. All members who are currently employed by member facility in metro Atlanta region were included in the pool of potential respondents. All data were collected through a self-administered questionnaire that was e-mailed to each member. The researcher sent out advance information about the survey, the value to the industry, and GHCA support of this research to all participating SNFs administrators and DONs in Georgia. The e-mail includes a letter of introduction explaining the research, consent form, directions for completing the survey, the survey instrument, and the demographic survey. Participants were assured of confidentiality in the letter of introduction and anonymity in the final reporting of the survey result. A return date was established and a follow-up e-mail sent after 14 days to those sample members who had not returned their questionnaire. A second reminder e-mail was sent within 10 days after the first reminder to those sample members who were still not responding.

Reliability and Validity

The accuracy of the measurements is affected by reliability and validity. Reliability is the extent to which the repeated use of a measure obtains the same values when no change has occurred and Validity is the extent to which the operationalized variable accurately represents the abstract concept it intends to measure (Babbie, 2004; Trochim, 2001). Reliability and validity of the MLQ has been established in the literature by many researchers (Antonakis et al., 2003; Antonakis & House, 2002; Hartog et al., 1997); other researchers

have analyzed and reviewed the MLQ, and even critique it since its discovery in 1985 (Avolio, 1999; Bass, 1985a; Bass & Avolio, 1994, 2000; Hartog et al., 1997; Vandenberghe, 2002; Yammarino & Bass, 1990). The MLQ 5X Shorter Rater Form have high construct validity (Bass & Avolio, 2004). According to Mertens (2005), construct validity is the rationales and evidence that support the honesty and reliability of the meaning of the score. As asserted by Creswell (2005) validity means that an instrument measured exactly what it was expected to measure. Many researchers agreed that the construct of MLQ adequately measured the leadership factors and outcomes as stated in the transformational and transactional theory and the full range of leadership model. This was established in Antonakis et al (2003), and Muenjohn and Armstrong's (2008) research studies.

Avolio and Bass (2000) established the reliability for the leadership style and outcomes as stated in the transformational and transactional theory and the full Range of Leadership model on the MLQ 5X Shorter Form through the analysis of 2000 respondents. As asserted by Creswell (2005), reliability of an instrument is an indication whether or not the result of the test yield a consistent and stable result when repeated several times. Reliability is generally measured by Cronbach's alpha. When the alpha score is close to one, means that the instrument is measuring what it is expected to measure.

Data Collection Procedures and Analysis

Data collection included demographic information questionnaires, and the MLQ 5X Short Form which comprise of 45 descriptive items. A current listing of SNFs in the state of Georgia was obtained from Georgia Health Care Association. A letter of introduction was e-

mailed to the long-term care facilities administrators and DONs approximately 1 week before sending the actual questionnaire. This researcher e-mailed letters of consent, the demographic questionnaires, and the assessment tools to selected administrators and DONs.

The results of the survey were entered and all analyses were performed using SPSS for Windows, a computer based statistical analysis software package. Data analysis is divided into exploratory (which explores the data) and confirmatory (Cooper & Schindler, 2003). As mentioned earlier, a modern approach to quantitative analysis is exploratory data analysis (EDA), enabling the researcher to display the data in a diagram or picture. Pearson correlations was used to analyze and explore the relationship between the dependent variables of extra effort, effectiveness, and satisfaction and the independent variables of transformational, transactional, and laissez-faire leadership styles. This study also examines the strength of the relationship between the MLQ 5X leadership and the outcome factors.

Demographic data were analyzed using descriptive statistics, which consist of frequencies. Descriptive and inferential statistical methods were used in this study. Descriptive statistic was used to describe what the data show without reaching the conclusion that extend beyond immediate data alone while the inferential statistics were used to extend beyond the immediate data alone (Lomax, 2007).

Power Analysis

An a priori power analysis was conducted with G Power 3.1 (Faul, Erdfelder, Lang, & Buchner, 2007). G Power calculates the required sample size according to the statistical tests that the researcher plans to conduct. With linear multiple regression, the following input parameters are required; alpha, power, effect size, and number of predictors. Alpha is the

significance level or the margin of error for the statistics. For this study, the alpha level was .05. Power refers to the degree of confidence the researcher can have in the obtained results. For this study, a power level of .95 was utilized. Effect size refers to the degree of the relationship between variables. Effect sizes are categorized as small, medium, or large. For this study, a large effect size ($f^2 = .35$) was utilized. There are five predictors for the analysis: idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation. Thus, for an alpha level of .05, a power level of .95, a large effect size ($f^2 = .35$), and five predictor variables, a sample size of 63 is required.

Ethical Issues in Research

The phrase 'human participants' refers to persons used in all types of research. Qualitative based research projects may include personal interviews, questionnaires, interviews, focus groups, observation of groups. Quantitative and experimental research may include questionnaires, surveys, and trials. The ethical issues in human subject's research continue to receive increase attention (Neuman, 2006). Institutional Review Boards (IRB's) for the Protection of Human Subjects have offices in higher institutions that conduct research with humans.

Researchers must consider many ethical issues when designing research that will utilize human participants. Some of these issues include the safety of the research participant, obtaining informed consent from each research participant, how privacy and confidentiality concerns were approached, and how adverse events were handled (Babbie, 2004).

Participants were able to freely consent to participate in the research study and withdraw without fear of repercussion. Research participant completed the informed consent form, and access to completed consent forms and the lists of participants were limited to the researcher.

The research study followed regulations protecting human subjects as prescribed by federal law. An application and informed consent form was sent to IRB for review and approval obtained before proceeding with data collection. A potential risk for DON participants in this study was fear of retaliation from their administrator in rating them. Anonymity of the participants when completing the questionnaire and that of the managers being rated reduced this risk. This researcher ensured that all data and result of the study are securely locked for 7 years and access restricted to everyone with the exception of the researcher. Information will be destroyed by the researcher after 7 years through shredding as well as burning them in the incinerator.

CHAPTER 4. RESULTS

Introduction

Chapter 4 presents the results of the study. The purpose of this study was to examine the relationship between the leadership behaviors of NFAs as perceived by the DON through the DON's self-reported willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator.

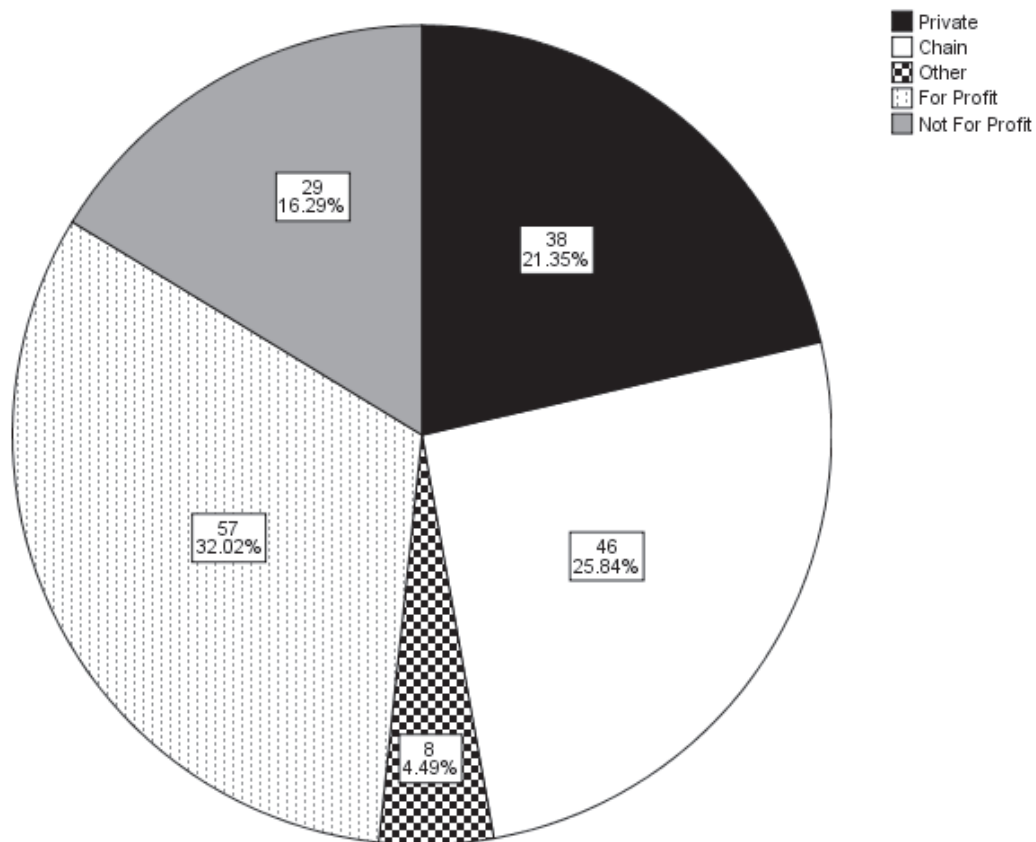
Considering the fact that skilled-nursing homes are facing massive shortages of nurses while battling to meet the public demands of quality care to residents in SNFs, it is very critical for this sector of long-term care to have an effective leader who can lead the team during this challenging time. As noted by Leatt and Porter (2003), NFAs have very limited leadership experience and they are expected to perform effectively. To achieve successful outcome within a nursing facility, the leadership must be able to articulate a vision of excellence performance, be able to educate, motivate and encourage the staff to perform well (Bass et al., 2003). The significance of this study lies in the possible contribution to the existing body of knowledge in the area of the relationship between the leadership behaviors of NFAs as perceived by the DON and as well as how it relates to a DON's willingness to exert extra effort, perceptions of the administrator's overall leadership effectiveness, and satisfaction with the administrator in SNF. This study provided better understanding of the relationship between the leadership styles and subordinates satisfaction with leaders behaviors in SNFs.

In order to examine the variables of interest, the Multifactor Leadership Questionnaire (MLQ) rater form developed by Bass and Avolio (2004) was administered to practicing NFA in the state of Georgia. This Bass model of transformational leadership was the conceptual framework for this study. Chapter 4 is organized by a presentation of the demographic data, descriptive statistics, reliability analyses, research questions and hypothesis testing, and a summary of the findings. The following provides a presentation of the demographic data.

Sample Demographics

Administrators

The sample consisted of 88 administrators and 88 DON. Among administrators, 62.5% ($N = 55$) were females and 37.5% ($N = 33$) were males. Approximately 68% ($N = 60$) were Caucasians and 31.8% ($N = 28$) were African Americans. The majority of administrators (32.02%, $N = 57$) worked at for-profit facilities (see Figure 2).



Note. Total $N > 88$ because participants were allowed to select all that applied.

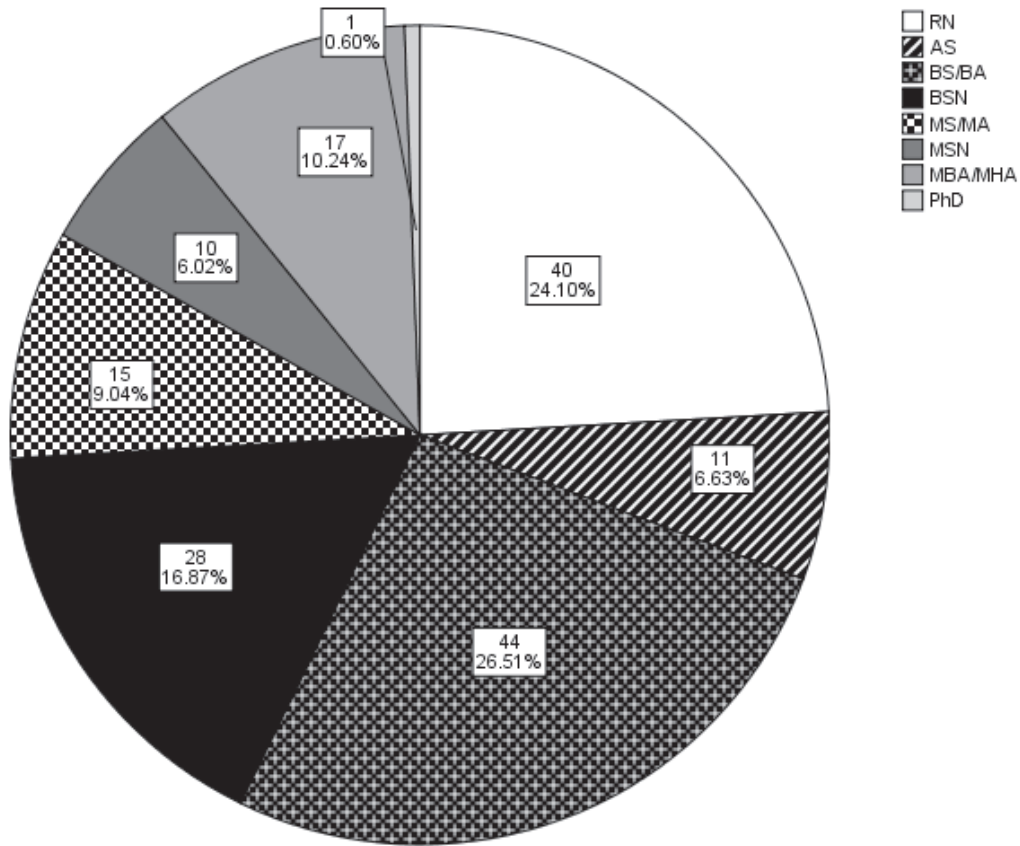
Figure 2: Facility ownership as reported by administrators.

Administrators ranged in age from 28-64 ($M = 46.50$, $SD = 8.08$) and were employed at nursing facilities with 21-388 beds ($M = 136.98$, $SD = 68.43$). Administrators were at the facility 2-12 years ($M = 5.00$, $SD = 2.41$; see Table 6).

Table 6. Descriptive Demographics for Administrators

| Variable | <i>N</i> | <i>Minimum</i> | <i>Maximum</i> | <i>M</i> | <i>SD</i> |
|--|----------|----------------|----------------|----------|-----------|
| What is your age? | 88 | 28 | 64 | 46.50 | 8.08 |
| Facility number of beds: | 88 | 21 | 388 | 136.98 | 68.43 |
| Number of years as Administrator at this facility: | 88 | 2 | 12 | 5.00 | 2.41 |
| Total number of years employed as Administrator: | 88 | 2 | 26 | 11.53 | 6.01 |
| Total number of years employed in long-term care: | 88 | 4 | 36 | 17.82 | 7.54 |

Regarding professional credentials, 26.51% ($N = 44$) of licensed administrators had Bachelor of Science or Bachelor of Arts degrees; 16.87% ($N = 28$) are register nurses with Bachelor of Science in Nursing degrees, and 24.1% ($N = 40$) are register nurses (see Figure 3).

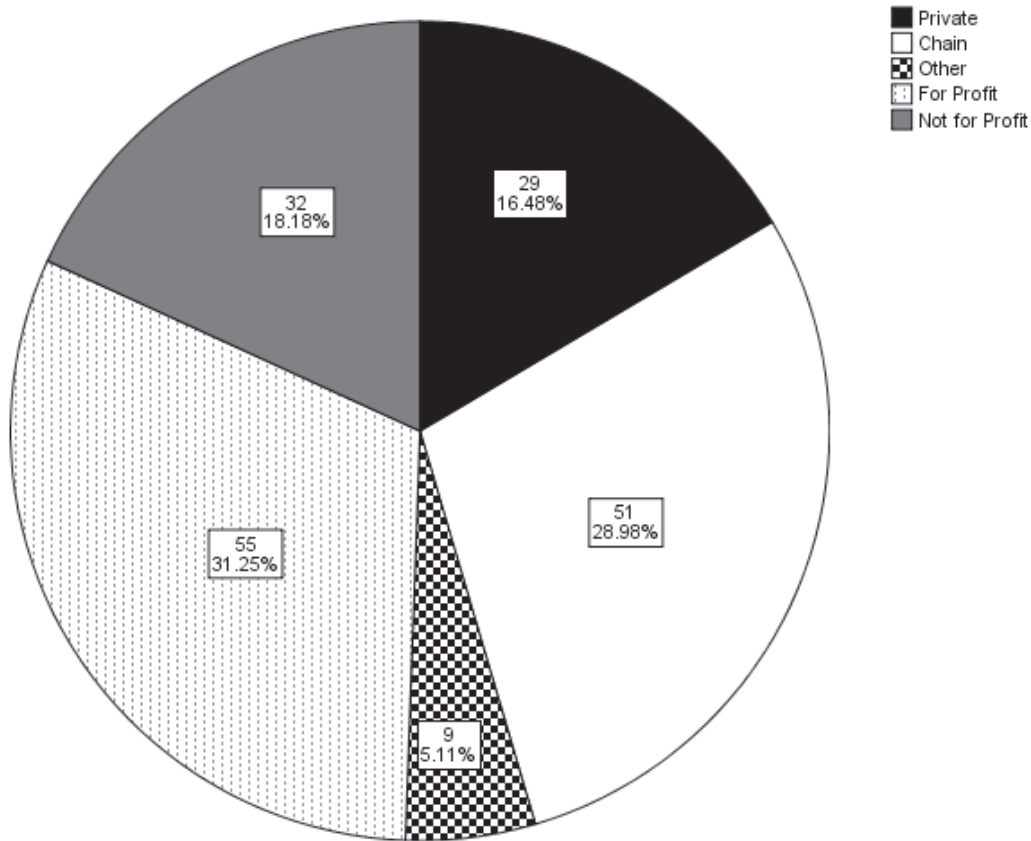


Note. Total $N > 88$ because participants were allowed to select all that applied.

Figure 3: Highest degree of administrators.

Directors of Nurses

Among DONs, 96.6% ($N = 85$) were females and 3.4% ($N = 3$) were males. Fifty-percent ($N = 44$) were Caucasians, 46.6% ($N = 41$) were African Americans, and 3.4% ($N = 3$) were of some other race. The majority of DONs (28.98%, $N = 51$) worked at facilities that were part of chains and that were also for profit (31.25%, $N = 55$; see Figure 4).



Note. Total $N > 88$ because participants were allowed to select all that applied.

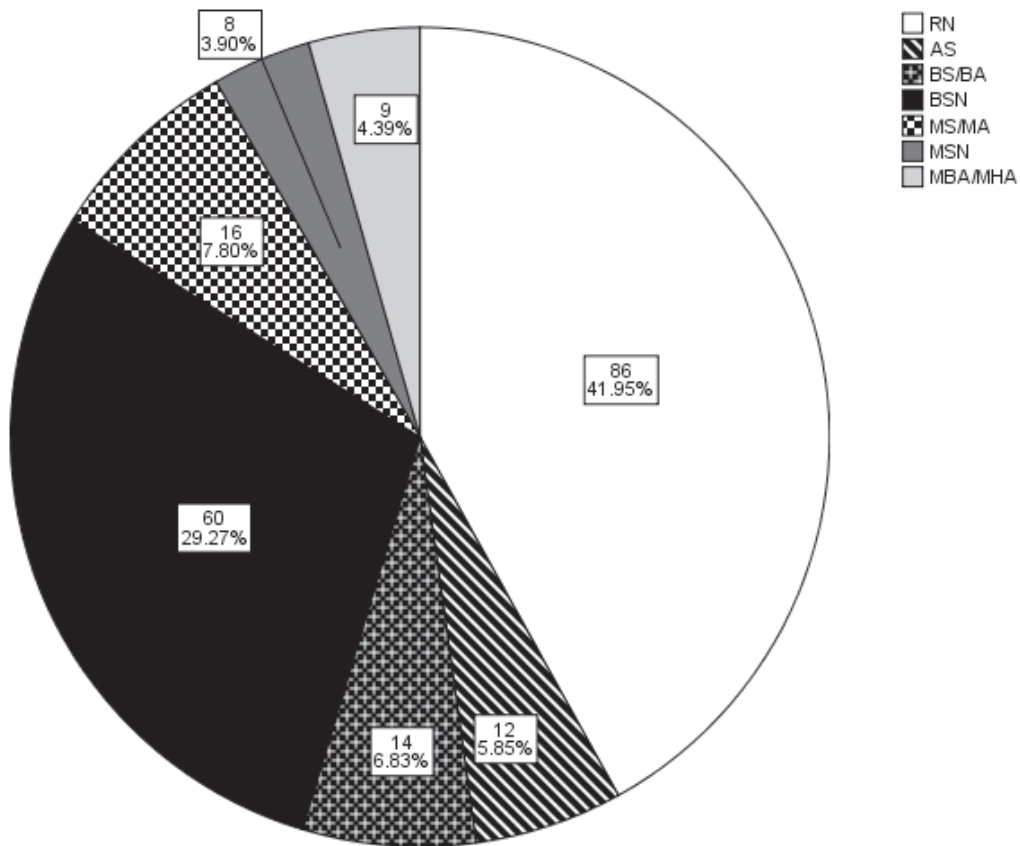
Figure 4: Facility ownership as reported by directors of nurses.

DONs ranged in age from 26-61 ($M = 44.60$, $SD = 9.13$) and were employed at nursing facilities with 21-388 beds ($M = 129.38$, $SD = 67.98$). DONs were employed as nursing directors 1-24 years ($M = 7.25$, $SD = 4.56$; see Table 8).

Table 7. Descriptive Demographics for Directors of Nurses

| Variable | <i>N</i> | Minimum | Maximum | <i>M</i> | <i>SD</i> |
|--|----------|---------|---------|----------|-----------|
| What is your age? | 88 | 26 | 61 | 44.60 | 9.13 |
| Facility number of beds | 88 | 21 | 261 | 129.38 | 67.98 |
| Number of years employed as a Director of Nursing: | 88 | 1 | 24 | 7.25 | 4.56 |
| Total number of years employed as a Director of Nursing: | 88 | 1 | 30 | 11.38 | 6.80 |
| Total number of years employed in long-term care: | 88 | 4 | 40 | 17.74 | 8.21 |

Regarding highest degree, 41.95% ($N = 86$) of DONs are registered nursing, whereas 29.27% ($N = 60$) are registered nurses with Bachelor of Science Degrees in Nursing, and 7.8% ($N = 16$) are registered nurses with Master of Science or Master of Arts Degrees. See Figure 5.



Note. Total $N > 88$ because participants were allowed to select all that applied.

Figure 5: Highest degree for directors of nurses.

Descriptive Statistics

Administrators

Regarding leadership styles of administrators, the scores were similar across the transformational leadership domains: (a) idealized influence attributes, (b) idealized influence behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individual consideration. The transactional leadership domains are (a) Contingent reward, (b)

Management-by-exception-active, (c) Management-by-exception-passive, and (d) Laissez-faire leadership generally had lower endorsement from administrators with the exception of Contingent reward. Leadership outcomes (extra effort, effectiveness, and satisfaction) were also similar as presented in Table 8.

Table 8. Administrators' Performance on the Multifactor Leadership Questionnaire

| Factor | <i>N</i> | <i>Minimum</i> | <i>Maximum</i> | <i>M</i> | <i>SD</i> |
|----------------------------------|----------|----------------|----------------|----------|-----------|
| Idealized influence attributes | 88 | 2.30 | 4.00 | 3.63 | .392 |
| Idealized influence behaviors | 88 | 2.00 | 4.00 | 3.40 | .470 |
| Inspirational motivation | 88 | 2.00 | 4.00 | 3.56 | .419 |
| Intellectual stimulation | 88 | 1.80 | 4.00 | 3.30 | .579 |
| Individual consideration | 88 | 2.30 | 4.00 | 3.41 | .408 |
| Contingent reward | 88 | 2.00 | 4.00 | 3.52 | .452 |
| Management by Exception: Active | 88 | .30 | 3.30 | 2.11 | .582 |
| Management by Exception: Passive | 84 | .00 | 3.00 | .734 | .541 |
| Laissez-faire | 80 | .00 | 2.30 | .538 | .583 |
| Extra effort | 88 | 2.00 | 4.00 | 3.63 | .452 |
| Effectiveness | 88 | 2.80 | 4.00 | 3.68 | .355 |
| Satisfaction with the leadership | 88 | 3.00 | 4.00 | 3.61 | .420 |

Directors of Nurses

Directors of nurses rated their administrators similar to the way the administrators rated themselves relative to the transformational and transactional leadership domains, and also in leadership outcomes (see Table 9).

Table 9. Directors of Nurses' Performance on the Multifactor Leadership Questionnaire

| Factor | <i>N</i> | Minimum | Maximum | <i>M</i> | <i>SD</i> |
|-----------------------------------|----------|---------|---------|----------|-----------|
| Idealized influence attribute | 88 | .00 | 4.00 | 3.39 | .827 |
| Idealized influence behavior | 88 | .75 | 4.00 | 3.30 | .692 |
| Inspirational motivation | 88 | 1.25 | 4.00 | 3.40 | .660 |
| Intellectual stimulation | 88 | .00 | 4.00 | 3.12 | .796 |
| Individual consideration | 88 | .00 | 4.00 | 3.13 | .775 |
| Contingent reward | 88 | .25 | 4.00 | 3.14 | .745 |
| Management-by-exception-active | 88 | .25 | 4.00 | 2.35 | .836 |
| Management-by-exception-passive | 88 | .00 | 4.00 | .895 | .819 |
| Laissez-faire leadership | 88 | .00 | 4.00 | .667 | .877 |
| Willingness to exert extra effort | 88 | .00 | 4.00 | 3.36 | .860 |
| Leadership effectiveness | 88 | .00 | 4.00 | 3.41 | .791 |
| Satisfaction | 88 | .00 | 4.00 | 3.36 | .912 |

Instrument Reliability

Administrators

Instrument reliability was investigated with Cronbach's alpha. Reliability coefficients ranged from .114 for *individual consideration* to .759 for *willingness to exert extra effort*.

Table 10 provides the reliability coefficients for administrators on the MLQ.

Table 10. Reliability of Multifactor Leadership Questionnaire for Administrators

| Factor | <i>n</i> of items | Cronbach's alpha |
|-----------------------------------|-------------------|------------------|
| Idealized influence attribute | 4 | .225 |
| Idealized influence behavior | 4 | .497 |
| Inspirational motivation | 4 | .571 |
| Intellectual stimulation | 4 | .661 |
| Individual consideration | 4 | .114 |
| Contingent reward | 4 | .420 |
| Management-by-exception-active | 4 | .130 |
| Management-by-exception-passive | 4 | .519 |
| Laissez-faire leadership | 4 | .265 |
| Willingness to exert extra effort | 3 | .759 |
| Leadership effectiveness | 4 | .694 |
| Satisfaction | 2 | .654 |

Directors of Nursing

For DONs, the reliability coefficients ranged from .628 for *management-by-exception-active* to .909 for *leadership effectiveness*. Reliability coefficients for DONs relative to the MLQ are presented in Table 11.

Table 11. Reliability of Multifactor Leadership Questionnaire for Directors of Nurses

| Factor | <i>N</i> of Items | Cronbach's alpha |
|-----------------------------------|-------------------|------------------|
| Idealized influence attribute | 4 | .863 |
| Idealized influence behavior | 4 | .760 |
| Inspirational motivation | 4 | .821 |
| Intellectual stimulation | 4 | .847 |
| Individual consideration | 4 | .687 |
| Contingent reward | 4 | .793 |
| Management-by-exception-active | 4 | .628 |
| Management-by-exception-passive | 4 | .780 |
| Laissez-faire leadership | 4 | .672 |
| Willingness to exert extra effort | 3 | .851 |
| Leadership effectiveness | 4 | .909 |
| Satisfaction | 2 | .898 |

Research Questions and Hypothesis Testing

Three research questions and associated hypotheses were formulated for investigation. Preliminary analyses were conducted with the Pearson Product Moment (Pearson r). The hypotheses were examined using multiple regression. Post-hoc power analyses were conducted.

Research Question 1

Is there a relationship between the transformational leadership styles of NFAs and DONs' willingness to exert extra effort? There were significant, positive relationships between all the transformational leadership styles of NFAs and DONs' willingness to exert extra effort ($p < .001$). A correlation matrix for the variables of interest is presented in Table 12.

Table 13 Transformational Leadership Styles and Willingness to Exert Extra Effort

| | Willingness to exert extra effort | Idealized influence attribute | Idealized influence behavior | Inspirational motivation | Individual consideration | Intellectual stimulation |
|-----------------------------------|-----------------------------------|-------------------------------|------------------------------|--------------------------|--------------------------|--------------------------|
| Willingness to exert extra effort | — | .773* | .733* | .719* | .669* | .758* |

Note. * $p < .001$, (2-tailed), $N = 88$.

Guidelines for describing the correlational strength can vary. For this study, correlation coefficients with an absolute value between 0-3 were considered weak; between .3 and .7 moderate; and greater than .7 were considered strong. There was a significant, strong, positive relationship between idealized influence attributed and willingness to exert extra effort, $r = .773$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence attributed increased, there was a corresponding increase in willingness to exert extra effort. The coefficient of determination (r^2) = .597, which means that 59.7% of the variance in willingness to exert extra effort can be explained by idealized influence attribute.

There was a significant, strong, positive relationship between idealized influence behavior and willingness to exert extra effort, $r = .733$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence behavior increased, there was a corresponding increase in willingness to exert extra effort. The coefficient of determination (r^2) = .538, which means

that 53.8% of the variance in willingness to exert extra effort can be explained by idealized influence behavior.

There was a significant, strong, positive relationship between inspirational motivation and willingness to exert extra effort, $r = .719$, $N = 88$, $p < .001$, two-tails. This means that as inspirational motivation increased, there was a corresponding increase in willingness to exert extra effort. The coefficient of determination (r^2) = .517, which means that 51.7% of the variance in willingness to exert extra effort can be explained by inspirational motivation.

There was a significant, moderate, positive relationship between individualized consideration and willingness to exert extra effort, $r = .669$, $N = 88$, $p < .001$, two-tails. This means that as individualized consideration increased, there was a corresponding increase in willingness to exert extra effort. The coefficient of determination (r^2) = .448, which means that 44.8% of the variance in willingness to exert extra effort can be explained by individualized consideration.

There was a significant, strong, positive relationship between intellectual stimulation and willingness to exert extra effort, $r = .758$, $N = 88$, $p < .001$, two-tails. This means that as intellectual stimulation increased, there was a corresponding increase in willingness to exert extra effort. The coefficient of determination (r^2) = .574, which means that 57.4% of the variance in willingness to exert extra effort can be explained by intellectual stimulation.

H_{a1}: stated that there is a relationship between the NFAs' transformational leadership styles (idealized influence-attributed, idealized influence-behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ.

Ha1 was investigated with multiple regression. The ANOVA for the model was statistically significant, $F(5, 82) = 29.39, p < .001; R^2 = .642$. Therefore, Ha₁ is accepted. Controlling for idealized influence behavior, inspirational motivation, intellectual stimulation, and individual consideration, idealized influence attribute was significantly related to willingness to exert extra effort, $b = .393, t = 2.35, p = .021$. A post hoc power analysis was conducted on the obtained sample of 88 participants. A post hoc power analysis was conducted with G Power 3.1 (Faul, Erdfelder, Lang, & Buchner, 2007). G Power calculates the required sample size according to the statistical tests that the researcher plans to conduct. With linear multiple regression, the following input parameters are required; R^2 , alpha level, sample size, and number of predictors. The effect size was automatically calculated by after entering the R^2 value. The alpha level is .05. The sample size is 88 participants and there are five predictors. For $R^2 = .64$, the effect size = 1.78, the power level = 1.00. Regression coefficients for willingness to exert extra effort are presented in Table 13.

Table 13 Regression Coefficients for Willingness to Exert Extra Effort

| Predictor Variable | <i>R</i> | <i>R</i> ² | Adj. <i>R</i> ² | <i>B</i> | SE <i>B</i> | β | <i>t</i> | <i>p</i> |
|--------------------------------|----------|-----------------------|----------------------------|----------|-------------|---------|----------|----------|
| | .801 | .642 | .620*** | | | | | |
| Idealized influence-attributed | | | | .393 | .167 | .378 | 2.35 | .021** |
| Idealized influence-behavioral | | | | .089 | .206 | .072 | .431 | .667 |
| Inspirational motivation | | | | .200 | .168 | .154 | 1.19 | .236 |
| Individualized consideration | | | | -.094 | .151 | -.084 | -.620 | .537 |
| Intellectual stimulation | | | | .346 | .207 | .320 | 1.67 | .098 |

Note. * $p < .001$; ** $p < .05$, Dependent variable = willingness to exert extra effort.

Research Question 2

Is there a relationship between the transformational leadership styles of NFAs and DONs' perception of administrator effectiveness? There were significant, positive relationships between all the transformational leadership styles of NFAs and DONs' perceptions of administrator effectiveness ($p < .001$). A correlation matrix for the variables of interest is presented in Table 14.

Table 14 Transformational Leadership Styles and Perception of Administrator Effectiveness

| | Leadership effectiveness | Idealized influence attribute | Idealized influence behavior | Inspirational motivation | Individual consideration | Intellectual stimulation |
|--------------------------|--------------------------|-------------------------------|------------------------------|--------------------------|--------------------------|--------------------------|
| Leadership effectiveness | — | .826* | .813* | .691* | .808* | .872* |

Note. * $p < .001$, (2-tailed), $N = 88$.

There was a significant, strong, positive relationship between idealized influence attributed and leadership effectiveness, $r = .826$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence attributed increased, there was a corresponding increase in leadership effectiveness. The coefficient of determination (r^2) = .682, which means that 68.2% of the variance in leadership effectiveness can be explained by idealized influence attribute.

There was a significant, strong, positive relationship between idealized influence behavior and leadership effectiveness, $r = .813$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence behavior increased, there was a corresponding increase in leadership effectiveness. The coefficient of determination (r^2) = .661, which means that 66.1% of the variance in leadership effectiveness can be explained by idealized influence behavior.

There was a significant, moderate, positive relationship between inspirational motivation and leadership effectiveness, $r = .691$, $N = 88$, $p < .001$, two-tails. This means that as inspirational motivation increased, there was a corresponding increase in leadership effectiveness. The coefficient of determination (r^2) = .478, which means that 47.8% of the variance in leadership effectiveness can be explained by inspirational motivation.

There was a significant, strong, positive relationship between individual consideration and leadership effectiveness, $r = .808$, $N = 88$, $p < .001$, two-tails. This means that as

inspirational motivation increased, there was a corresponding increase in leadership effectiveness. The coefficient of determination (r^2) = .653, which means that 65.3% of the variance in leadership effectiveness can be explained by individual consideration.

There was a significant, strong, positive relationship between intellectual stimulation and leadership effectiveness, $r = .872$, $N = 88$, $p < .001$, two-tails. This means that as intellectual stimulation increased, there was a corresponding increase in leadership effectiveness. The coefficient of determination (r^2) = .761, which means that 76.1% of the variance in leadership effectiveness can be explained by intellectual stimulation.

Hypothesis H_{b1}

H_{b1} stated that there is a relationship between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perception of their administrators' effectiveness as measured by the MLQ.

H_{b1} was investigated with multiple regression. The ANOVA for the model was statistically significant, $F(5, 82) = 64.15$, $p < .001$; $R^2 = .796$. Therefore, H_{b1} is accepted. Controlling for idealized influence behavior, inspirational motivation, and individual consideration, idealized influence attribute was significantly, positively related to leadership effectiveness, $b = .318$, $t = 2.74$, $p = .007$. Intellectual stimulation was also significantly, positively related to leadership effectiveness, $b = .507$, $t = 3.53$, $p = .001$. For $R^2 = .80$, $N = 88$, the effect size = 4.00, the power level = 1.00. Regression coefficients for leadership effectiveness are presented in Table 15.

Table 15. Regression Coefficients for Leadership Effectiveness

| Predictor variable | <i>R</i> | <i>R</i> ² | Adj. <i>R</i> ² | <i>B</i> | SE <i>B</i> | β | <i>t</i> | <i>p</i> |
|--------------------------------|----------|-----------------------|----------------------------|----------|-------------|---------|----------|----------|
| | .892 | .796 | .784* | | | | | |
| Idealized influence-attributed | | | | .318 | .116 | .333 | 2.74 | .007** |
| Idealized influence-behavioral | | | | .104 | .143 | .091 | .728 | .469 |
| Inspirational motivation | | | | -.196 | .116 | -.164 | -1.68 | .096 |
| Individualized consideration | | | | .147 | .105 | .144 | 1.40 | .165 |
| Intellectual stimulation | | | | .507 | .144 | .510 | 3.53 | .001** |

Note. * $p < .001$; ** $p < .01$; Dependent variable = Leadership effectiveness

Research Question 3

Is there a relationship between the transformational leadership styles of NFAs and DONs' satisfaction with their administrator? There were significant, positive relationships between all the transformational leadership styles of NFAs and DONs' satisfaction with their administrator ($p < .001$). A correlation matrix for the variables of interest is presented in Table 16.

Table 16. Transformational Leadership Styles and Satisfaction With Administrator

| Satisfaction | Idealized influence attribute | Idealized influence behavior | Inspirational motivation | Individual consideration | Intellectual stimulation |
|--------------|-------------------------------|------------------------------|--------------------------|--------------------------|--------------------------|
| Satisfaction | — | .813* | .769* | .704* | .845* |

Note. * $p < .001$, (2-tailed), $N = 88$.

There was a significant, strong, positive relationship between idealized influence attributed and satisfaction, $r = .813$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence attributed increased, there was a corresponding increase in satisfaction. The coefficient of determination (r^2) = .662, which means that 66.2% of the variance in satisfaction can be explained by idealized influence attribute.

There was a significant, strong, positive relationship between idealized influence behavior and satisfaction, $r = .769$, $N = 88$, $p < .001$, two-tails. This means that as idealized influence behavior increased, there was a corresponding increase in satisfaction. The coefficient of determination (r^2) = .591, which means that 59.1% of the variance in satisfaction can be explained by idealized influence behavior.

There was a significant, strong, positive relationship between inspirational motivation and satisfaction, $r = .704$, $N = 88$, $p < .001$, two-tails. This means that as inspirational motivation increased, there was a corresponding increase in satisfaction. The coefficient of determination (r^2) = .495, which means that 49.5% of the variance in satisfaction can be explained by inspirational motivation.

There was a significant, strong, positive relationship between individual consideration and satisfaction, $r = .845$, $N = 88$, $p < .001$, two-tails. This means that as individual consideration increased, there was a corresponding increase in satisfaction. The coefficient of

determination (r^2) = .715, which means that 71.5% of the variance in satisfaction can be explained by inspirational motivation.

There was a significant, strong, positive relationship between intellectual stimulation and satisfaction, $r = .843$, $N = 88$, $p < .001$, two-tails. This means that as intellectual stimulation increased, there was a corresponding increase in satisfaction. The coefficient of determination (r^2) = .711, which means that 71.1% of the variance in satisfaction can be explained by intellectual stimulation.

Hypothesis H_{c1}

H_{c1} stated that there is a relationship between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ.

H_{c1} was investigated using multiple regression. The ANOVA for the model was statistically significant, $F(5, 82) = 57.94$, $p < .001$; $R^2 = .779$. Therefore, H_{c1} is accepted. Controlling for idealized influence attributed, idealized influence behavioral, inspirational motivation, and intellectual stimulation, individual consideration was significantly and positively related to self-reported satisfaction with their administrators, $b = .457$, $t = 3.63$, $p < .001$. Controlling for idealized influence attributed, idealized influence behavioral, inspirational motivation, and individual consideration, intellectual stimulation was significantly and positively related to self-reported satisfaction with their administrators, $b =$

.438, $t = 2.54$, $p = .013$. For $R^2 = .78$, $N = 88$, the effect size = 3.54, the power level = 1.00.

Regression coefficients for satisfaction are presented in Table 17.

Table 17. Regression Coefficients for Satisfaction with administrators

| Predictor variable | R | R^2 | Adj. R^2 | B | SE B | β | t | p |
|--------------------------------|------|-------|------------|-------|--------|---------|-------|--------|
| | .883 | .779 | .766* | | | | | |
| Idealized influence-attributed | | | | .268 | .139 | .243 | 1.93 | .057 |
| Idealized influence-behavioral | | | | -.080 | .172 | -.060 | -.463 | .644 |
| Inspirational motivation | | | | -.044 | .140 | -.032 | -.314 | .754 |
| Individualized consideration | | | | .457 | .126 | .388 | 3.63 | .000* |
| Intellectual stimulation | | | | .438 | .172 | .382 | 2.54 | .013** |

Note. * $p < .001$; ** $p < .05$; Dependent variable = Satisfaction with administrators

Table 18 provides the hypotheses and a summary of the outcomes.

Table 18. Hypotheses and Summary of Outcomes

CHAPTER 5. SUMMARY AND RECOMMENDATIONS

Chapter 1 presented the introduction to the study. Chapter 2 provided a review of the literature. Chapter 3 presented the methodology for this investigation. Chapter 4 provided the results. Chapter 5 consists of the summary and recommendations. The purpose of this study was to examine the relationship between the leadership behaviors of NFAs as perceived by the DON through the DON's self-reported willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator in the SNF environment, and supported the conceptual frame work of Bass's (1985b) transformational leadership model. In today's fast-paced, constantly changing, complex and dynamic SNF environment, NFAs must have strong leadership skill.

Summary of Findings

The findings reported in this study were based on a self-administered survey by the NFAs and DONs in SNFs in Georgia nursing homes, and supported the conceptual framework of Bass's (1985) transformational, transactional, and laissez-faire leadership model in the SNF sector of long-term care. The literature review presented empirical data that transformational leadership is an effective leadership style in healthcare organizations.

Regarding leadership styles of administrators, the scores were similar across the transformational leadership domains: (a) idealized influence attributes, (b) idealized influence behavior, (c) inspirational motivation, (d) intellectual stimulation, and (e) individual consideration. The transactional leadership domains: (a) Contingent reward, (b) Management-by-exception-active, (c) Management-by-exception-passive, and (d) Laissez-

fair leadership generally had lower endorsement from administrators with the exception of Contingent reward. Leadership outcomes of extra effort, effectiveness, and satisfaction, were also similar. DONs rated their administrators similar to the way the administrators rated themselves relative to the transformational and transactional leadership domains, and also in leadership outcomes. Based on the survey results, there was general agreement among administrators and DONs who thought their administrators were more transformational than transactional. This study showed there is positive relationship between the transformational leadership style of NFAs and the DONs' willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator. The transformational leadership style produced the greatest effects on the outcome variables of extra effort, effectiveness, and satisfaction with this sample population. Transformational leaders (Burns, 1978) motivate their followers to be effective and efficient. This process is achieved by appealing to the follower's moral values and higher ideals. Transformational leaders are visible and they use chain of command to get the job done. These leaders focus on the big picture and surround themselves with very serious and dedicated groups who take care of details. As defined by Bass (1990), transformational leadership is an exemplary leadership style in which followers' interests are elevated and broadened. These leaders are aware the mission and goals of their teams and are willing to look past self-interests and focus on the group (Bass, 1990a, 1998). The leaders and their followers form a relationship that will produce an exceptional performance and accomplishments (Bass, 1998). The transformational leadership theory is a means of explaining this leader and follower relationship.

Instrument Reliability

Instrument reliability for administrators and DONs was investigated with Cronbach's alpha. Reliability coefficients ranged from .114 for *individual consideration* to .759 for *willingness to exert extra effort* for administrators. For DONs, the reliability coefficients ranged from .628 for *management-by-exception-active* to .909 for *leadership effectiveness*.

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ were statistically significant ($p < .001$). Therefore, H_{a1} is supported.

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perceptions of their administrators effectiveness as measured by the MLQ were statistically significant ($p < .001$). Therefore, H_{b1} is supported.

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ, were statistically significant ($p < .001$). Therefore, H_{c1} is supported.

The accuracy of the measurements is affected by reliability and validity. Reliability is the extent to which the repeated use of a measure obtains the same values when no change has occurred and Validity is the extent to which the operationalized variable accurately represents the abstract concept it intends to measure (Babbie, 2004; Trochim, 2001). Reliability and validity of the MLQ has been established in the literature by many researchers (Antonakis et al., 2003; Antonakis & House, 2002; Hartog et al., 1997); other researchers have analyzed and reviewed the MLQ, and even critique it since its discovery in 1985 (Avolio, 1999; Bass, 1985; Bass & Avolio, 1994, 2000; Hartog et al., 1997; Vandenberghe, 2002; Yammarino & Bass, 1990). The MLQ 5X Shorter Rater Form has high construct validity (Bass & Avolio, 2004). According to Mertens (2005), construct validity is the rationales and evidence that support the honesty and reliability of the meaning of the score. As asserted by Creswell (2005) validity means that an instrument measured exactly what it was expected to measure. Many researchers agreed that the construct of MLQ adequately measured the leadership factors and outcomes as stated in the transformational and transactional theory and the full range of leadership model. This was established in Antonakis et al. (2003) and Muenjohn and Armstrong (2008) research studies. Reliability is generally measured by Cronbach's alpha. When the alpha score is close to one, means that the instrument is measuring what it is expected to measure.

The findings from the current study indicated that the MLQ5X was more reliable for DONs than for administrators. This implies that the instrument is more reliable for raters than for leaders. Moreover, how leaders are perceived by others is a better reflection of their leadership qualities than how leaders perceive themselves. This gives the researcher

substantial confidence in the obtained results since the inferential statistical analyses were conducted on the leaders from the raters' perspectives.

Research Hypotheses

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported exertion of extra effort as measured by the MLQ were statistically and positively significant ($p < .001$). For all relationships tested $p < .001$. Correlation coefficients ranged from .669-.773 (moderate to strong); r^2 ranged from .448-.597. Therefore, the null hypothesis was rejected.

One of the outcomes of transformational leadership is the extra effort. Extra effort as explained by Bass and Avolio (1997) is the amount of work subordinates exert as a result of the leadership influence. This refers to the willingness of the subordinates to exert extra effort when they are motivated by their leaders beyond their initial goal (Bass, 1985; Bass & Avolio, 1994, 2004). As asserted by Montana and Charnov (1993) in their study, subordinates who are highly motivated increase their productivity significantly and are satisfied with their job. It is very important for leaders to select the behavior that might positively influence the decisions of their followers to exert extra effort. Kanfer (1990) argued that motivation provides direction for subordinates. Identifying this behavior will help the leader in selecting the behaviors that increase their subordinates' exceptional performance. SNFs can apply this principal by publicly acknowledging staff in staff meetings

for exceptional performance. Another option is for NFAs to implement a system for merit increases, whereby the specific meritorious behaviors are documented and rewarded monetarily.

Transformational leadership styles are more likely to support positive group interactions, leader-member exchanges and a cohesive organizational climate, all of which can improve the perspectives of workers (Brazier, 2005). Therefore, NFAs might ask their subordinates for input on creating a merit system or solicit their input on the generation of alternative ideas if budgetary concerns are prohibitive.

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported perceptions of their administrators effectiveness as measured by the MLQ were statistically and positively significant ($p < .001$). For all relationships tested $p < .001$. Correlation coefficients ranged from .691-.872 (moderate to strong); r^2 ranged from .478-.761. Therefore, the null hypothesis was rejected.

The leader effectiveness is another topic associated with leadership outcomes in the literature on transformational leadership. Leadership effectiveness is defined by most researchers in terms of the outcome of the leaders' actions as perceived by their subordinates and other organizational stakeholders. Perceived effectiveness of an administrator by subordinate is beneficial to both subordinates and the administrator. Among many benefits for subordinates include higher satisfaction, higher level of commitment to the SNF, well prepared to deal with constant changes that SNFs must deal with. The administrator benefits

will include higher retention and opportunity for advancement within the facility. When subordinates perceived the administrator to be very effective in the SNF, the facility will be able to maintain good performance (Yukl, 1994). As noted by Bass and Avolio (2004), DONs will respect, admire, and have confidence in the administrator when they perceive the administrators as being effective. The DONs will be willing to accept the administrators' new ideas, and they will be willing to change their values, beliefs, and attitudes from negative to positive ones (Bass & Avolio, 1994, 2004) The administrators' effectiveness will be the DONs' perception related to the following behaviors of administrator (Bass , 1985C; Bass & Avolio, 1994, 2004): (a) meeting the job- related needs of the DON, (b) representing the DONs' need to incorporate high level executives, (c) overall group effectiveness, and (d) contributing to the organizational performance.

The relationships between the NFAs' transformational leadership styles (idealized influence attributed, idealized influence behavioral, inspirational motivation, individualized consideration and intellectual stimulation) as perceived by DONs and their self-reported satisfaction with their administrators as measured by the MLQ, were statistically and positively significant ($p < .001$). For all relationships tested $p < .001$. Correlation coefficients ranged from .704-.845 (strong); r^2 ranged from .495-.715. Therefore, the null hypothesis was rejected. The $p < .001$ means that the probability of these results occurring due to chance is less than 1 out of 1,000, which is considered to be very significant.

Satisfaction as a leadership outcome in a SNF in this study refers to DONs' feelings towards their administrators' leadership style, methods, and the way the administrators meet the DONs' expectations (Bass, 1985a; Bass & Avolio, 1994, 2004). This is used to describe

those characteristics that affect how the DONs' perceive their duties in SNF. To better evaluate subordinates satisfaction level, administrators must put into consideration characteristics of the subordinates work environment (Avolio, 1999); subordinates satisfaction shows whether or not the DONs agree with administrators' leadership. When DONs are satisfied with their administrators' leadership style, they are more motivated and committed to the facilities and their departmental goals.

The positive relationships between the key dimensions of transformational leadership and leadership outcomes determined in the current study are supported in the literature (Hater & Bass, 1998; Bass & Avolio, 1994; Yammarino & Bass, 1990; Bass, 1985c).

Implications and Recommendations

An extensive search revealed that literature focusing on transformational leadership in the SNF environment is very limited. The results of this study contribute to this body of knowledge. The results of this study indicate that the effectiveness of NFAs as transformational leaders has a positive impact on subordinates and the facility outcomes. This supports the earlier finding by Bass, Avolio and Goodheim (1987) who argued that a transformational leadership trait can be influenced by subordinate engagement and development. Finding and developing transformational leadership traits in subordinates at all levels of the SNF can provide significant benefits for the SNFs.

This research study provides a window into effective leadership styles that work well in the SNF environment. This sample population largely indicated that NFAs who demonstrate transformational leadership behaviors produce effects in their subordinates'

willingness to exert extra effort, perceptions of the administrators overall leadership effectiveness, and satisfaction with the administrator. The valuable services NFAs provide to SNFs warrants them to receive continuous training and encouragement to develop transformational leadership traits.

The study will also benefit SNFs by gathering knowledge on SNF leadership style and will assist in identifying and introducing a leadership model that produces subordinates' satisfaction, leads to DON's retention, produces extra efforts, increase productivity and effectiveness; and contribute to overall high quality of care in SNFs. Empirical data from this study will provide the insight to SNFs for stakeholders to better understand the effectiveness of leadership behavior in SNFs.

Limitations

There were several limitations associated with this study. For instance, the sample size was limited to the state of Georgia. There are possible 350 facilities in Georgia. Therefore, the results may not be generalizable to other states. The length of time a DON worked under the current administrator was not determined. The validity and reliability of the research study was limited to the accuracy of data collected from the Multifactor Leadership Questionnaire 5X Short Rater form, the instrument used for data collection of the SNF administrator's leadership style.

The study was limited to DONs working in nursing homes. It did not include DONs in acute care hospitals, assisted living or other community-based facilities. Therefore, the results may not be generalizable to acute care hospitals, assisted living or other community-based facilities. The study participants were mostly African Americans and Caucasians.

Therefore, the results may not be generalizable to Asians, Hispanics, American Indians/Native Americans, or Hawaiian/Pacific Islanders or other racial groups.

This study involved the use of a correlational research design. One of the most common errors in interpreting correlations is to assume that a correlation necessarily implies a cause-and-effect relationship between two variables. Although there may be a causal relationship, the simple existence of a correlation does not prove it. Other factors may have contributed to the findings in the current study. However, the statistical power for the regression analysis = 100%. This means that the results are extremely reliable.

Recommendations for Future Research

A major finding of this study was that a NFA's transformational leadership style is positively correlated to subordinate outcomes of subordinates to exert extra effort, the administrators overall leadership effectiveness, and satisfaction with the administrator in the SNF environment. However, the narrow sample size could have affected the results generated in this study. It is therefore suggested that this study be replicated with a broader, more diversified sample representing various states or regions of the country to determine whether these findings can be generalized to all SNFS in the long-term care industry.

Sample size may also have affected the results obtained from this study. As recommended by Bass and Avolio (2000), future researchers will need to increase their sample size. Increasing the sample size will allow researchers to fully justify the components of transformational leadership styles as well as enhance content validity and integrity of the survey data.

Quality measures refer to the assessment data that provide information on the way nursing home staffs are caring for their residents' physical, social, and psychological needs (Troyer & Thompson, 2004). Future studies might evaluate quality measures of the SNF and examine the impact of transformational leadership styles on the quality of care residents are receiving in the SNF environment.

In today's dynamic and sophisticated healthcare environment, SNFs must implement the most effective leadership practices to be successful in today's highly competitive fast paced and constantly changing economic environment. Further study and knowledge of Bass's (1985a) transformational leadership model in SNF is needed to better understand and expand the development and effectiveness of NFAs' related competencies, capabilities, and performance of SNF employees, their leaders, and the SNF organizations.

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