

EXAMINING THE ROLE OF AUTHENTIC LEADERSHIP IN JOB
EMBEDDEDNESS AND TURNOVER INTENT

by

Abigail Joy Jamison

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

April, 2023

EXAMINING THE ROLE OF AUTHENTIC LEADERSHIP IN JOB
EMBEDDEDNESS AND TURNOVER INTENT IN NURSING

by

Abigail Joy Jamison

Liberty University

A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Philosophy

Liberty University

April, 2023

APPROVED BY:

Name and degree, Committee Chair

Name and degree, Committee Member

ABSTRACT

Hospital turnover has increased at alarming rates, particularly since the onset and in the aftermath of the COVID-19 pandemic. While traditional theories of turnover look at why employees leave, job embeddedness is both a theory and a framework that examines why people stay. Authentic leadership is a relational leadership style comprised of components of self-awareness, internalized moral perspective, relational transparency, balanced processing, and caring. This quantitative correlational research investigated the relationship of authentic leadership as mediator between job embeddedness and turnover intent, as well as the relationships between the five constructs of authentic leadership, to determine which, if any, caused an increase in job embeddedness and a decrease in turnover intent. Participants were nursing professionals recruited through social media. Participants completed a 43-question survey on job embeddedness, turnover intention, and perceptions of authentic leadership. Multiple regression analysis supported authentic leadership as a mediator between job embeddedness and turnover intent. Hierarchical multiple regression analyses indicated that all five constructs of authentic leadership were correlated with job embeddedness and turnover intent, although only self-awareness, internalized moral perspective, relational transparency, and caring caused increases in the variance of responses. This study adds to the literature on antecedents to job embeddedness and on the specific authentic leadership behaviors that cause greater embeddedness and reduce turnover.

Keywords: authentic leadership, job embeddedness, turnover intent, nursing shortage

Dedication

To my Mama

My inspiration

My greatest teacher

Who always believed in me

Who encouraged me to go after my dreams

Who prayed for me every day of my life

My best friend

You taught me confidence

Grit

Strength

This is for you.

Her children rise up and call her blessed; her husband also, and he praises her:

Many women have done excellently, but you surpass them all.

—Proverbs 31:28-29

Acknowledgments

To Dr. Franco, Dr. Green, and Dr. Piferi. Thank you for your guidance, your patience, and your prayers.

To Sarah, Emily, Jennifer, and Rachel. I do not think I could have survived these last few years without you. I cannot wait to sit at the pool with you this summer and not read any academic journals or write any papers! Thank you for your friendship and your encouragement.

To my Dad. There is so much of you in me. Thank you for your example, your tenacity, and even your stubbornness (I have needed it these past few years!).

To my children: Ava, Cullen, and Brayden. You are my greatest joy on this earth. Thank you for your patience, your support, and your unending encouragement. Thank you for showing me how proud you are of me. I will never miss another birthday party or holiday ever again.

Remember to go after your dreams, no matter how big or how long the journey ahead may seem. Never, ever give up.

To Nathan. You are the real hero of this journey. Thank you for believing in me. Thank you for all the hours spent watching the kids, taking them to games, planning parties, and cooking all the food. Without you, we would have starved. Your patience, your kindness, and your encouragement when I was frustrated and overwhelmed have grounded me and kept me pushing on. I love you and I thank you.

TABLE OF CONTENTS

ABSTRACT.....	iii
Dedication.....	iv
Acknowledgments.....	v
List of Tables	ix
List of Figures	x
CHAPTER 1: INTRODUCTION TO THE STUDY.....	1
Background.....	2
Biblical Worldview	8
Problem Statement	9
Purpose of the Study	10
Research Questions and Hypotheses	10
Assumptions and Limitations of the Study.....	11
Theoretical Foundations of the Study	12
Definition of Terms.....	14
Significance of the Study	15
Summary	16
CHAPTER 2: LITERATURE REVIEW	18
Overview.....	18
Description of Search Strategy	19
Review of Literature	20

Biblical Foundations of the Study.....	38
Summary.....	40
CHAPTER 3: RESEARCH METHOD	42
Overview.....	42
Research Questions and Hypotheses	42
Research Design.....	43
Participants.....	44
Study Procedures	45
Instrumentation and Measurement.....	45
Operationalization of Variables	48
Data Analysis	48
Delimitations, Assumptions, and Limitations.....	52
Summary.....	53
CHAPTER 4: RESULTS.....	54
Overview.....	54
Research Questions and Hypotheses	54
Descriptive Results	55
Study Findings	70
Summary.....	76
CHAPTER 5: DISCUSSION.....	78
Overview.....	78
Summary of Findings.....	79
Discussion of Findings.....	80

Theoretical Foundations of the Study	82
Biblical Foundations	83
Implications.....	86
Limitations	88
Recommendations for Future Research	89
Summary	89
REFERENCES	91
APPENDIX A: DEMOGRAPHIC QUESTIONNAIRE	109
APPENDIX B: PERMISSION LETTER TO USE AUTHENTIC NURSE LEADERSHIP QUESTIONNAIRE	110
APPENDIX C: AUTHENTIC NURSE LEADERSHIP QUESTIONNAIRE (2019).....	111
APPENDIX D: GLOBAL MEASURE OF JOB EMBEDDEDNESS (2007).....	114
APPENDIX E: TURNOVER INTENTION SCALE (1999).....	116

List of Tables

Table 1	56
Table 2	57
Table 3	58
Table 4	59
Table 5	63
Table 6	63
Table 7	67
Table 8	68
Table 9	72
Table 10	74
Table 11	76

List of Figures

Figure 1	49
Figure 2	51
Figure 3	52
Figure 4	60
Figure 5	61
Figure 6	62
Figure 7	64
Figure 8	65
Figure 9	66
Figure 10	68
Figure 11	69
Figure 12	70
Figure 13	73

CHAPTER 1: INTRODUCTION TO THE STUDY

Nursing turnover is at an all-time high, increasing from 18.7% in 2020 to 27.1% in 2021 (NSI Nursing Solutions, 2022; Vardaman et al., 2020). Traditional theories of why employees leave their organizations do not fully encompass or prevent nursing turnover (Reitz & Smith, 2019), although addressing nursing turnover has been identified as a top priority of nearly every hospital in the nation (NSI Nursing Solutions, 2022).

The purpose of this study was to investigate the relationships between job embeddedness, turnover intent, and authentic leadership. As a model of retention, job embeddedness addresses both psychological and behavioral reasons employees stay with their organization. Research has shown that job embeddedness and turnover intent have a significant negative relationship, indicating that as job embeddedness increases, turnover intent decreases (Halvorsen et al., 2021). Authentic leadership has been proposed as the root component of a healthy work environment in health care facilities and is significantly related to employee well-being and improved patient outcomes (Raso et al., 2020), and improved nurse work outcomes (Giordano-Mulligan & Eckardt, 2019; Maziero et al., 2020). The present study aimed to investigate the link between authentic leadership, job embeddedness, and turnover intention and to better understand the five constructs that compose authentic leadership and how they impact job embeddedness.

Quantitative cross-sectional design and multiple regression analysis were used to assess the direct relationship between job embeddedness and turnover intention, and the indirect relationship of job embeddedness on turnover intention as mediated by authentic leadership. Multiple regression analyses were used to assess the relationship between the five components of authentic leadership and their relationship with job embeddedness

and turnover intention to analyze the path by which they affect job embeddedness and turnover intention. Participants were recruited online and completed three surveys regarding their perceptions of authentic leadership and measures of job embeddedness and turnover intention.

This study is presented in five chapters. Chapter 1 provides a background of the research, the research questions, and the hypotheses. Chapter 2 provides a comprehensive review of the literature. Chapter 3 discusses the methods of research used, while Chapter 4 delivers the results of the research. Chapter 5 provides a summary of the research and its findings and discusses its contribution to the field.

Background

Retention has been identified as a top priority of nearly every U.S. hospital because of increasing nursing turnover (Fasbender et al., 2018; NSI Nursing Solutions, 2022). Retention theories are often used to research why employees leave, but job embeddedness investigates the factors that cause employees to stay (Halvorsen et al., 2021).

This study investigated the relationships between job embeddedness, turnover intention, and authentic leadership. Research has shown that job embeddedness and turnover intention are related, such that as job embeddedness increases, turnover intention decreases (Halvorsen et al., 2021; Rahimnia et al., 2021). Authentic leadership is defined as a process of influence between leader and follower (Crawford et al., 2020) based on categories of self-awareness, relational transparency, internalized moral perspective, and balanced processing (Ciftci, 2020). Specific to nurses, Giordano-

Mulligan and Eckart (2019) added the characteristic of caring as a fifth component to the model.

Authentic leadership has been proposed as the root component of a healthy work environment in health care facilities (Raso et al., 2020). Previous research has identified significant relationships between authentic leadership and employee well-being, improved patient safety and outcomes (Raso et al., 2020), and improved nurse work outcomes (Giordano-Mulligan & Eckardt, 2019; Maziero et al., 2020). The present study investigated the relationships between authentic leadership, job embeddedness, and turnover intention.

Job Embeddedness

The construct of job embeddedness is defined as both a theory and a model of retention (Mitchell et al., 2001). It is conceptualized as a framework of psychological, social, and financial factors that influence whether a person stays with an organization, rather than why they leave (Halvorsen et al., 2021). While job embeddedness is characterized by components of on-the-job and off-the-job fit, links, and sacrifices, which broadly define what a person gains or stands to lose from affiliation or belonging to either the organization or their community (Halvorsen et al., 2021), the present study focused on on-the-job embeddedness.

On-the-Job Embeddedness: Organizational Fit, Links, and Sacrifice

Fit is defined as employees' perceived similarities and compatibility with their organizations (T. W. Lee et al., 2004) and includes an employee's skills, knowledge, and job demands as well as their opportunities for advancement (Coetzer et al., 2017). Nguyen et al. (2017) identified organizational rewards and growth opportunities as

antecedents that influence one's perception of fit by providing opportunities for learning and growth in the organization. Lastly, organizational fit also includes the quality of people's relationships with their immediate supervisors (Dechawatanapaisal, 2018; Halvorsen et al., 2021).

On-the-job links are defined as the connections an employee has to other people and activities in the organization (Coetzer et al., 2017; Halvorsen et al., 2021). According to job embeddedness theory, links are increased through attachment to leaders, coworkers, teams, and groups they work with and through professional associations they belong to, making it harder to leave the organization.

On-the-job sacrifices include the perceived financial, social, or psychological losses people face if they leave the organization, including pay, benefits, or status, as well as loss of networks, projects, and work relationships (Coetzer et al., 2017).

Turnover Intent

Turnover intent is defined as the psychological and behavioral intent to leave one's current organization or profession (Chen et al., 2018). Zhang et al. (2019) noted that employees embedded in their organizations are more likely to stay with their organizations over those who are less embedded. Afsar et al. (2018) discussed the importance of retaining high-performing employees, noting that the cost to replace them can exceed 50%–60% of an employee's annual salary. Costs include recruitment, induction and training, loss of productivity and knowledge (Coetzer et al., 2018), and a decrease in customer satisfaction (Fasbender et al., 2018). Moreover, Fasbender et al. (2018) noted that turnover intention is most predictive of actual turnover behaviors, and as such is the last in a series of cognitions and behaviors that lead to actual turnover.

Impact of Turnover Intent on the Health Care Industry

Even with retention strategies in place, the national average of registered nurse (RN) turnover climbed 8% to 27.1% in 2021 (NSI Nursing Solutions, 2022). The average hospital holds 5-year turnover rates of over 100% of its RN workforce. The typical cost of turnover for an RN is \$46,100, resulting in over a \$7 million loss for the hospital. Travel nurses are often used to fill this void; replacing 20 travel nurses with staff RNs could save the average hospital over \$4 million (NSI Nursing Solutions, 2022). Additionally, Fasbender et al. (2018) noted that the cost of turnover intent is far more than financial, with additional working hours leading to increased nursing errors, decreased carefulness, and reduced patient care.

Authentic Leadership

Described as a concept of leadership based on being one's true self, authentic leadership is rooted in positive psychology (Iszatt-White & Kempster, 2019; Raso, 2019) and is defined as a relational leadership style resulting in greater self-awareness, positive behaviors, and greater development of employees (Luthans & Avolio, 2003; Walumbwa et al., 2008). Grounded in the principles of honesty, integrity, and trust (Raso, 2019), authentic leadership is instrumental in contributing to healthy work conditions and supporting employees (Cummings et al., 2021). Authentic leaders know well who they are and what their beliefs are (Avolio et al., 2004; Ciftci, 2020). They act consistently by their values, leading with transparency, dependability of behavior, and with a focus on relationship with others (Giordano-Mulligan & Eckardt, 2019). They seek to develop their followers' confidence, hope, optimism, and resiliency, as well as their talents and abilities (Avolio et al., 2005; Ciftci, 2020).

According to Ciftci (2020), authentic leaders encourage openness, seek out follower input, and inspire trust in their followers. They lead fervently and with emotion, with both brain and heart, establishing deep, meaningful relationships with their followers. Lastly, they display both passion and self-discipline in obtaining their goals, consistently aiming to lead with greater authenticity and transparency (Ciftci, 2020).

Cummings et al. (2021) found that relational leadership styles were more effective at creating supportive workplace conditions than those focused solely on the task. In addition to healthier work environments, authentic leadership is an effective management style that leads to increased work performance (Alilyyani et al., 2018), deeper organizational commitment, higher engagement levels, feelings of empowerment, and even to flourishing at work (Raso, 2019). Authentic leaders are supportive, empowering, and compassionate (Ciftci, 2020). They work to identify, strengthen, and lead the talents and abilities of their followers, building confidence and cooperation in and from them (Ciftci, 2020).

Sidani and Rowe (2018) conceptualized authentic leadership as a reciprocal process between leader and follower that depends on the leader displaying authenticity through moral behavior and judgments. Moreover, Larsson et al. (2021) asserted authentic leadership to be an outcome dependent upon the behaviors of both leader and follower. Leaders and followers serve as a source of information for each other, increasing well-being, self-awareness, self-efficacy, and personal development (Avolio et al., 2005). Authentic leaders help to cultivate authenticity in their followers, who in turn offer trust, engagement, and performance (Avolio et al., 2005). Importantly, Gardner et

al. (2021) noted that authenticity is a process and both leaders and followers become more authentic through experience and growth.

Dimensions of Authentic Leadership

The four dimensions of authentic leadership identified by Walumbwa et al. (2008) are self-awareness, internalized moral perspective, relational transparency, and balanced processing. The researchers defined self-awareness as the understanding of one's motives and an awareness of how one's behaviors, strengths, and weaknesses affect others (Walumbwa et al., 2008). Ciftci (2020) defined internalized moral perspective as the integral morals and values that guide the leader's behavior. Relational transparency is defined as a leader's relationship and communication styles toward followers and an inclination to listen to what others have to contribute (Ciftci, 2020; Crawford et al., 2020). Finally, Walumbwa et al. defined balanced processing as the practice of objectively analyzing available information before making decisions. In their development of the Authentic Nurse Leadership Questionnaire (ANLQ), Giordano-Mulligan and Eckardt (2019) added the component of caring to these four dimensions, encompassing compassion, empathy, awareness of needs, and altruism.

Authentic Leadership and Nursing

According to Raso et al. (2021), there is a moderate relationship between authentic leadership and a healthy work environment in health care facilities. Authentic leadership has been included as a standard in the American Association of Critical Nurses' (AACN) model of care (AACN, 2016). Wong and Cummings (2009) noted that authentic leadership is rooted in the same humanistic values as nursing and, as such, promotes work environments based on respect, trust, and appreciation for others'

contributions through shared decision-making. Further, they noted that authentic leaders lead with great authenticity because they know and understand who they are and the values that guide them at work.

Biblical Worldview

Authentic leaders lead with integrity, seeking to strengthen others and to create real relationships with their followers (Giordano-Mulligan & Eckardt, 2019). First and foremost, authentic leaders keep their values and internalized morals at the center of their relationships (Fowler, 2015). Titus 1:9 instructs us to hold fast to the Word, so we can encourage others to truth; authentic leaders are open and honest in their communication, holding on to their conviction even in difficult situations (Giordano-Mulligan & Eckardt, 2019). First Timothy 4:12b directs us to “set the believers an example in speech, in conduct, in love, in faith, in purity” (*English Standard Version*, 2001/2016). Leading with integrity requires leaders to set an example in words and action. Integrity is vital to leading authentically, including in leading others to Jesus (1 Peter 2:12).

Central to the authentic leaders’ character, they display a true, deep caring for their followers (Giordano-Mulligan & Eckardt, 2019). Micah 6:8 commissions us to act fairly, to employ compassion and kindness to others, and to live a life of humility, preferring others before us. As Christians, we are charged with leading for the benefit of others. Philippians 2:3-4 commands us to act for the benefit of others, considering their welfare above our own. Through our godly, authentic actions, we bring glory and honor to the Lord, constantly leading people either to Him or away.

Problem Statement

Turnover intention is a significant problem for health care facilities (NSI Nursing Solutions, 2022). Research shows that the cost of nurse turnover is more than financial: it increases work pressures and leads to decreased patient care and safety (Cocchiara et al., 2019; Fasbender et al., 2019). Nurse turnover rates increased by 8.4% in 2021, resulting in a national average of 27.1% (NSI Nursing Solutions, 2022); some hospitals reported up to 64.1% RN turnover (Church et al., 2018). The vacancy rate of nurses, or unfilled jobs, grew from 9.9% to 17% in 2021, with over 80% of hospitals reporting a vacancy rate of greater than 10% (NSI Nursing Solutions, 2022).

In addition, Burton et al. (2017) reported that over 80% of health care providers contemplate early retirement; Labrague et al. (2021) concluded that psychological stress, job burnout, and low job satisfaction were significantly related to nurse turnover intention and highly predictive of turnover. Although job satisfaction is considered the main predictor of nurse turnover intention and actual turnover, it fails to fully explain it (NSI Nursing Solutions, 2022; Reitz & Smith, 2019). Outcomes of job embeddedness include greater employee retention and lower turnover intention (Halvorsen et al., 2021; Rahimnia et al., 2021).

There is a need to understand the impact of leadership in embedding employees at work to decrease turnover intention. While it is understood that authentic leadership is significantly related to employee well-being and improved patient outcomes (Raso, 2019), greater work outcomes (Giordano-Mulligan & Eckardt, 2019; Maziero et al., 2019), and decreased burnout and turnover intention (H. Lee et al., 2019), research has not yet looked at the mechanism by which authentic leadership impacts the relationship

between job embeddedness and turnover intention. Nurse leaders are integral in creating a healthy workplace environment and improving patient outcomes (Alilyyani et al., 2018; Giordano-Mulligan & Eckardt, 2019; Warden et al., 2021). Authentic nurse leaders act with integrity, altruism, and care (Giordano-Mulligan & Eckardt, 2019; Hughes, 2018). They are intentional in their communication, decision-making, and relationship building (Ciftci, 2020; Giordano-Mulligan & Eckardt, 2019). I believe that authentic leadership behaviors will lead to increased job embeddedness and decreased turnover intention. This study investigated the relationship between authentic leadership, job embeddedness, and turnover intention. A related aim was to determine the specific behaviors by which authentic leadership impacts job embeddedness.

Purpose of the Study

The purpose of this quantitative survey study was to examine whether authentic leadership mediates the relationship between job embeddedness and turnover intention in nursing professionals and to determine the specific authentic leadership behaviors that affect job embeddedness.

Research Questions and Hypotheses

RQ1: Does authentic leadership mediate the relationship between job embeddedness and turnover intent in nursing professionals, such that greater perceptions of authentic nurse leader behaviors lead to greater job embeddedness?

H₀1: Authentic leadership will not mediate the relationship between job embeddedness and turnover intent in nursing professionals.

H_a1: Authentic leadership will mediate the relationship between job embeddedness and turnover intent in nursing professionals.

RQ2: Do authentic leadership behaviors predict job embeddedness in nursing professionals?

H₀2: Authentic leader behaviors do not predict increases in job embeddedness in nursing professionals.

H_a2: Authentic leader behaviors do predict increases in job embeddedness in nursing professionals.

RQ3: Do authentic leadership behaviors predict turnover intent in nursing professionals?

H₀3: Authentic leader behaviors do not predict decreases in turnover intent in nursing professionals.

H_a3: Authentic leader behaviors do predict decreases in turnover intent in nursing professionals.

Assumptions and Limitations of the Study

It was assumed that all participants were RNs and had worked for a period of 1 or more years as such. In addition, it was assumed that participants were not currently serving as a nurse leader in a formal capacity. In making the results anonymous, it was assumed participants would answer truthfully and to the best of their ability.

Limitations included the length of the combined surveys (44 questions), which could lead to response bias and abandonment (Kost & da Rosa, 2018). Additionally, based on current research showing approximately 90.5% of the RN workforce is female (Smiley et al., 2021), it was assumed that the majority of respondents would be female, which may affect one's perception of nursing leadership.

Theoretical Foundations of the Study

Conservation of Resources Theory

According to Hobfoll's model of conservation of resources (COR), individuals are motivated to acquire, maintain, and protect resources related to their sense of self and for survival (Hobfoll, 1989, 2001; Hobfoll et al., 2018; Singh et al., 2018; Treuren, 2019). Resources include personal, social, and material factors related to achieving one's goals, reducing stress, and personal growth and development (Hobfoll et al., 2018; Singh et al., 2018). Hobfoll et al. (2018) identified several key resources, including well-being, self-esteem, a sense of purpose and meaning in life, and social support. Noting that employees have limited resources that can be depleted or replenished, COR suggests that those with greater resources are less vulnerable to resource loss and better able to invest resources for future profit and benefit (Hobfoll et al., 2018).

Resources are categorized as either intrinsic or instrumental (Treuren, 2019). Intrinsic resources include those with inherent value, such as safety, family, health, and position. While important, intrinsic resources are of limited value in reducing the threat to existing resources and to attaining new ones. Instrumental resources, on the other hand, are useful for protecting resources and acquiring new ones. Instrumental resources include knowledge and skills, self-efficacy, and access to social networks (Treuren, 2019). Job embeddedness has been identified as a type of resource abundance, able to be accrued and invested for future use against workplace stress. This embeddedness in turn leads to increased organizational commitment, greater performance, and improved retention (Treuren & Fein, 2021).

Social support has been identified as both a resource and an antecedent of job embeddedness (Singh et al., 2018). Social support encompasses perceived organizational support (POS), perceived coworker support, and perceived supervisory support (PSS), which is the focus of this research. PSS is defined as the extent to which an employee feels cared for and their contributions valued (Ghazali et al., 2018). PSS has been identified as a resource valuable for strengthening an individual's person-job fit through coaching, mentoring, and an increase of competencies through training (Singh et al., 2018).

Social Exchange Theory

Social exchange theory (SET) is based on the principle of subjective cost-benefit analysis: behavior that is rewarded will be repeated and reciprocated (Chernyak-Hai & Rabenu, 2018; Cooper-Thomas & Morrison, 2018). SET serves as a theoretical framework for how leader-member relationships form through interactions and the resultant perceived obligation (Blau, 1964). Relationships in the workplace serve as part of the socialization process and as a source of vital information. These relationships serve to increase performance and job satisfaction, as well as social support and networking (Chernyak-Hai & Rabenu, 2018).

A premise of SET states that social relationships in the workplace based on trust will be reciprocated with desirable behaviors (Blau, 1964; Cooper-Thomas & Morrison, 2018). Further, an awareness of social exchange relationships by the employee leads to increased support and working relationships (Rahimnia et al., 2018). Rules of reciprocity are characteristic of high-quality social exchange relationships, where one individual

provides a resource, and another returns the favor out of felt duty or obligation in a process that repeats itself over and over (Porter, 2018).

Definition of Terms

The following is a list of definitions of terms that are used in this study.

Authentic leadership—A relational leadership style based on key principles of self-awareness, internalized moral perspective, relational transparency, and balanced processing (Avolio et al., 2004, 2005; Walumbwa et al., 2008).

Balanced processing—Also referred to as shared decision-making (Giordano-Mulligan & Eckardt, 2019), balanced processing is a dimension of authentic leadership described as a leader's willingness to listen and objectively analyze all available information before making a decision (Avolio et al., 2004).

Caring—An authentic leadership dimension identified as specific to nurses; denotes compassion, empathy, awareness of needs, and altruism (Giordano-Mulligan & Eckardt, 2019).

Conservation of resources (COR)—A theoretical framework stating that individuals are motivated to acquire, maintain, and protect resources related to their sense of self and survival (Hobfoll, 1989; Hobfoll et al., 2018).

Intent to stay—The likelihood people will stay at their jobs (Gibbs & Duke, 2021).

Internalized moral perspective—Also referred to as moral ethical courage (Giordano-Mulligan & Eckardt, 2019), a dimension of authentic leadership that describes the inherent morals and values that guide a leader's actions (Ciftci, 2020).

Job embeddedness—The framework of psychological, social, and financial factors that influence whether people stay with an organization versus whether they leave (Mitchell et al., 2001).

Registered nurses (RNs)—For this study, defined as those with at least an associate's degree in nursing working as a floor nurse; includes nurses with bachelor's and master's degrees (BSN, MSN).

Relational transparency—Also referred to as relational integrity (Giordano-Mulligan & Eckardt, 2019), a dimension of authentic leadership that defines a leader's relationship and communication styles toward followers (Ciftci, 2020; Crawford et al., 2020).

Self-awareness—The dimension of authentic leadership that defines how individuals perceives themselves and their ability to know and understand how they are perceived by others (Ciftci, 2020).

Social exchange theory (SET)—Theoretical framework of how leader–member relationships form through interactions and subsequent obligations (Blau, 1964).

Turnover—The act of leaving an organization, measured by behavioral intention rather than actual behavior (Reitz et al., 2010)

Turnover intent (turnover intention)—Psychological and behavioral intent to leave one's current organization or profession (Chen et al., 2018). Turnover intention is most predictive of actual turnover behaviors (Church et al., 2018; Ngo-Henha, 2018)

Significance of the Study

Turnover intention and actual turnover are of major concern to health care facilities (NSI Nursing Solutions, 2022). Although nearly all hospitals cited reducing turnover as an organizational goal, rates of turnover have steadily increased. This

research focused not on identifying causes of turnover but instead on identifying the factors that increase an employee's embeddedness in the job. Noting research on the antecedents of job embeddedness to be scarce (Singh et al., 2018), this research contributed to the embeddedness literature by offering authentic leadership as an antecedent and mediator of job embeddedness. Mediators are third variables that explain how two other variables relate to each other (Fairchild & McDaniel, 2017).

Further, this research contributed to the literature by identifying key aspects of authentic leadership that are related to job embeddedness and that cause a statistically significant effect in its relationship with turnover intention. The five key factors of authentic leadership are self-awareness, internalized moral perspective, relational transparency, balanced processing, and caring. In identifying which of the key attributes of authentic leadership contribute to greater job embeddedness and reduced turnover intention, training for nurse leaders can be specialized to include and emphasize these characteristics, decreasing actual turnover.

Summary

Chapter 1 provided an overview of the research need, theoretical framework, research questions and hypotheses, definitions, and a brief literature review. The topics of job embeddedness, turnover intention, and authentic leadership were introduced, with authentic leadership hypothesized as a mediating variable that in part causes the negative relationship between job embeddedness and turnover intention. Further, five factors of authentic leadership were identified, each of which was hypothesized to significantly impact the relationship between job embeddedness and turnover intention.

Chapter 2 provides a comprehensive literature review and a biblical worldview of the importance of the research. While seminal works are included, the majority of research presented is from the past 5 years and discusses antecedents of job embeddedness and turnover intention and the relationship between authentic leadership and the nursing profession. It was hypothesized that the nature of authentic leadership would increase employee embeddedness and decrease turnover intention, thus affecting actual turnover rates.

CHAPTER 2: LITERATURE REVIEW

Overview

Although reducing nursing turnover has been identified as a top priority of health care facilities, nursing position turnover, turnover intent, and vacancies continue to climb (NSI Nursing Solutions, 2022). Most turnover theories attempt to explain why employees leave their organizations but fail to explain or prevent nursing turnover (Reitz & Smith, 2019). Job embeddedness consists of psychological, social, and financial factors that influence whether or not employees stay with their organizations (Halvorsen et al., 2021). Although identified as a standard of care in nursing (AACN, 2016), previous research has not investigated the relationship between authentic leadership and job embeddedness, nor the specific behaviors of authentic leadership that mediate the relationship between job embeddedness and turnover intention.

Using theoretical frameworks of COR and SET (Blau, 1964), the purpose of this study was to predict the relationships between job embeddedness, turnover intention, and authentic leadership and to determine the specific authentic leadership behaviors that affect job embeddedness. Based on resource acquisition and protection, COR suggests that individuals are motivated to act in ways to reduce threat and increase resources necessary for survival, including social exchange. Based on reward and reciprocity, SET posits that the exchange of benefits makes people increasingly interdependent on others, establishes mutual trust, and fortifies their social bonds (Rahimnia et al., 2021). Antecedents of job embeddedness include supervisor support, organizational support, and organizational commitment. Research has shown that job embeddedness and turnover

intention have a significant negative relationship, indicating that as job embeddedness increases, turnover intention decreases (Halvorsen et al., 2021; Rahimnia et al., 2021).

Authentic leadership is defined as a cyclical process of influence between leader and follower (Crawford et al., 2020), based on categories of self-awareness, relational transparency, internalized moral perspective, and balanced processing (Ciftci, 2020).

Authentic leadership has been proposed as the root component of a healthy work environment in health care facilities (Raso et al., 2020). It is significantly related to employee well-being and improved patient outcomes (Raso et al., 2020) and to improved nurse work outcomes (Giordano-Mulligan & Eckardt, 2019; Maziero et al., 2020). It is negatively related to both burnout and intent to leave (H. Lee et al., 2019). This study aimed to investigate the relationship between authentic leadership, job embeddedness, and turnover intention.

Description of Search Strategy

The terms *job embeddedness*, *turnover intent*, *authentic leadership*, *leadership*, *conservation of resources*, and *social exchange theory* were used for stand-alone searches and in combination with each other in searching databases in the Jerry Falwell Library's online site, including EBSCO and APA PsycNet, and on Google Scholar. Additionally, each word or phrase was used in conjunction with *nurse*, *nursing*, and *health care* to search the Jerry Falwell Library's online site and Google Scholar. While results were limited to peer-reviewed journal articles published within the last 5 years, seminal works were also included in this literature review.

Biblical research was done using keywords of *leadership*, *authentic*, and *integrity*. Resources used include Bible Gateway (<https://www.biblegateway.com/>), Bible Hub

(<https://biblehub.com/>), Study Light (<https://www.studylight.org/>), and Blue Letter Bible (<https://www.blueletterbible.org/>).

Review of Literature

Job Embeddedness

In response to turnover literature, Mitchell et al. (2001) conceptualized job embeddedness as the entirety of factors encouraging individuals to stay with their organizations. Noting that neither job attachment, job satisfaction, organizational commitment, nor continuance commitment fully explained employee turnover, Mitchell et al. proposed job embeddedness as both a theory and a model of retention. Calling it the “combined forces” (Yao et al., 2004, p. 159) that express why people stay with their jobs, it is conceptualized as a “web of influences” (Porter et al., 2019, p. 679), consisting of a broad framework of psychological, social, and financial factors that influence whether people stay with an organization, rather than why they leave (Halvorsen et al., 2021).

The central concept of job embeddedness is that the more connected individuals are to their jobs, the more likely they are to stay, and the less likely they are to leave (Nguyen et al., 2017). Individuals choose to stay when they are attached to the organization and satisfied with the status quo (Singh et al., 2021). While traditional theories of turnover investigate why employees quit, Hom et al. (2017) noted that the things that compel people to leave are not necessarily the same as those that convince them to stay. These nonattitudinal work and nonwork factors of fit, links, and sacrifices provide the framework to measure how enmeshed or “stuck” (Treuren, 2019) people are or become in their jobs (Gibbs & Duke, 2021).

While it shares similarities with organizational continuance, affective commitment, organizational commitment, job satisfaction, and job attachment, job embeddedness is broader and more adequately describes the factors involved in turnover decisions (Crossley et al., 2007; Halvorsen et al., 2021; Hom et al., 2017; Reitz et al., 2010). Studies have shown that job embeddedness measures intent to leave better than job attachment, job satisfaction, organizational commitment, continuance commitment, or affective commitment (Crossley et al., 2007; Richards & Schat, 2011). Further, research by Crossley et al. (2007) found that job embeddedness predicts unique variance in turnover intention over calculative, affective, and normative commitment.

Job embeddedness is characterized by components of on-the-job and off-the-job fit, links, and sacrifices, which broadly define what people gain or stand to lose from affiliation or belonging to either the organization or their community. While on-the-job and off-the-job embeddedness are not entirely separate and often serve to reinforce each other (Mitchell et al., 2001; Ng & Feldman, 2012), the focus of this research was on organizational factors of on-the-job embeddedness.

Intent to stay can be defined as the likelihood people will stay at their jobs and is significantly related to organizational fit, links, and job fit (Gibbs & Duke, 2021).

On-the-Job Embeddedness: Organizational Fit, Links, and Sacrifice

Organizational Fit. Encompassing person–job and person–organization fit (Treuren, 2019), fit is defined as employees’ perceived similarity and compatibility with their organizations (Gibbs & Duke, 2021; Singh et al. 2021). This encompasses an employee’s goals, values, and personal norms (Gibbs & Duke, 2021; Halvorsen et al., 2021), skills, knowledge, job demands, and opportunities for advancement (Afsar et al.,

2018; Coetzer et al., 2017; Dechawatanapaisal, 2018). Fit includes supervisor–subordinate fit, defined by how well individuals manage their relationships with their immediate supervisors, and the quality of these relationships (Dechawatanapaisal, 2018; Halvorsen et al., 2021). In addition, employees who trust their supervisors are more comfortable and experience greater fit (Afsar et al., 2018).

Organizational fit is related to greater employee life satisfaction (Ampofo et al., 2017), better work performance, and lower voluntary turnover (Dechawatanapaisal, 2018; T. W. Lee et al., 2004). Antecedents that influence one’s perception of fit include organizational rewards and growth opportunities (Nguyen et al., 2017) and trust in one’s supervisor (Afsar et al., 2018).

Organizational Links. On-the-job links are defined as the formal and informal connections an employee has to other people, processes, and activities in the organization (Coetzer et al., 2017; Halvorsen et al., 2021). Links strongly influence whether and how long a person stays with the organization (Halvorsen et al., 2021). These include relationships with superiors, supervisors, and colleagues (Chan et al., 2019) as well as assumed commitments and obligations to others, teams, or projects (Gibbs & Duke, 2021). Formal connections include responsibilities in the organization, while informal connections relate to social connections and relationships formed in the workplace (Treuren, 2019). According to job embeddedness theory, the greater the number of attachments people have with others in the organization, the more teams and groups they work with, and the more professional associations they belong to increases the links, making it harder to leave the organization (Halvorsen et al., 2021).

Organizational Sacrifices. The final component of job embeddedness is labeled sacrifice. It denotes how easily the fit and links the individual holds can be broken (Halvorsen et al., 2021). On-the-job sacrifices are defined as the real or perceived financial, social, or psychological losses people face if they leave the organization (T. W. Lee et al., 2004; Mitchell et al., 2001; Singh et al., 2021). These include pay, benefits, and status and the loss of networks, projects, and work relationships (Coetzer et al., 2017; Treuren, 2019). Halvorsen et al. (2021) noted that the more people stand to lose if they leave their jobs, the more likely they are to stay.

Antecedents of Job Embeddedness

Research on antecedents of job embeddedness is scarce (Singh et al., 2018). Characteristics found to affect job embeddedness include age, gender, personality, and an employee's felt obligations to the organization (Halvorsen et al., 2021). Older employees generally have more links than younger and report higher levels of job embeddedness. Additionally, female workers are generally more embedded than male, as are those with the personality trait of openness. Lastly, employees who felt a greater obligation toward their job reported higher levels of job embeddedness in Chan et al. (2019) and Halvorsen et al. (2021).

Chan et al. (2019) identified freedom over work hours as an organizational antecedent to job embeddedness, while Nguyen et al. (2017) identified organizational rewards, growth opportunities, procedural justice, and POS. Organizational rewards include recognition, praise, and pay, while growth opportunities include allowance for development and promotion. Procedural justice indicates a perception of fairness in the organization's policies and procedures. Lastly, POS, like felt obligation, ties the

individual to the organization: the greater the support to the individual, the greater the duty or responsibility felt toward the organization (Nguyen et al., 2017).

Impact of Job Embeddedness

While theories of why people leave their organizations have failed to fully explain turnover, job embeddedness explains nearly 25% of why they stay (Reitz et al., 2010). Embedded employees are less likely to leave their organizations, have decreased absenteeism, display greater job performance than nonembedded employees, demonstrate increased organizational citizenship behaviors (Hom et al., 2017; Nguyen et al., 2017; Tian et al., 2016), and provide more customer service (Chen et al., 2018). Moderating effects of job embeddedness include strengthening the relationship between job performance, organizational citizenship behaviors, and reduced absenteeism on voluntary turnover (T. W. Lee et al., 2004); leader–member exchange (LMX) and task performance; LMX and organizational citizenship behaviors (Treuren, 2019); and the negative relationships between support and organizational justice on turnover intention (Treuren, 2019).

Factors Influencing Job Embeddedness in Nurses

Affective commitment toward one's supervisor (Huyghebaert et al., 2019) and social support of supervisors and coworkers are related to higher embeddedness among nurses (Karatepe & Avci, 2019; Singh et al., 2018) and to greater organizational fit (Rahimnia et al., 2021). Work environment and work–life balance have also been shown to influence job embeddedness (Dechawatanapaisal, 2017). Karatepe and Avci (2019) suggested that supervisor support encourages both better fit and greater links for nurses.

Turnover Intent

Turnover is defined as the act of leaving an organization (Reitz et al., 2010), with the employee's decision to withdraw from the organization occurring over a period of time (T. W. Lee et al., 2004). Turnover is measured by behavioral intention rather than actual behavior (Reitz et al., 2010). Turnover intention is defined as the psychological and behavioral intent to leave one's current organization or profession (Chen et al., 2018) and reflects the attitude of the employee toward the organization (Ngo-Henha, 2018). It is most predictive of actual turnover behaviors (Church et al., 2018; Ngo-Henha, 2018). As such, it is the last in a series of cognitions and behaviors that lead to actual turnover (Fasbender et al., 2018).

Voluntary turnover often results in the loss of the best talent and skill (Ngo-Henha, 2018), disrupts productivity, and decreases financial gain (Hom et al., 2017). The cost to replace skilled employees often exceeds 50%–60% of an employee's annual salary (Afsar et al., 2018). Costs to the organization include recruitment, induction and training, loss of productivity and knowledge (Coetzer et al., 2018), and a decrease in customer satisfaction (Fasbender et al., 2018). Reasons employees decide to leave include stress and burnout (Goliroshan et al., 2021); negative perceptions of leaders and leadership; environmental conditions, including pay, work hours and shift work; and underutilized talent and ability (Hom et al., 2017).

Turnover Intent in the Health Care Industry

Impact of Turnover Intent of Nurses

Significant shortages in nursing staff have been recognized as an international crisis and a threat to global health for years (Chen et al., 2018; Huyghebaert et al., 2019;

H. Lee et al., 2019). The majority of hospitals (96.1%) view retention as key to their business strategy and hold retention initiatives, yet 2021 saw a dramatic increase in RN turnover (NSI Nursing Solutions, 2022). The average hospital's goal in 2021 was to reduce turnover by 4.8%, yet turnover increased by 6.4% (NSI Nursing Solutions, 2022). Approximately 40% of new nurses leave their original post within 1 year (Church et al., 2018), and the national average of all nurse turnover rose by 8% to 27.1% (NSI Nursing Solutions, 2022). Raso et al. (2021) found that nearly 50% of nurses either intended to leave their organization or fell into the "undecided" category.

In the past 5 years, the average hospital turned over a staggering 100.5% of its RN workforce, with voluntary termination accounting for 95.5% of the turnover (NSI Nursing Solutions, 2022). RN vacancy rates rose to 17% in 2021, with over 80% of hospitals reporting vacancy rates of greater than 10%. Reasons given for turnover and turnover intention include personal, career advancement, retirement, salary, education, scheduling, workload/staffing issues, and working conditions (NSI Nursing Solutions, 2022).

Turnover is one of the most expensive problems plaguing health care (Reitz et al., 2010), with the average cost of turnover for an RN being \$46,100, or approximately just over \$7 million in total costs for the average hospital (NSI Nursing Solutions, 2022). The cost of turnover intention, however, is far more than financial, with increased working hours leading to increased nursing errors, lowered productivity, reduced facility stability (Thomas et al., 2022), decreased carefulness, diminished patient care (Fasbender et al., 2018), and longer patient stays (Vardaman et al., 2020).

Factors Influencing Nurses' Turnover Intent

Turnover is a major factor contributing to the nursing shortage (Kagwe et al., 2019). Factors including job satisfaction, organizational commitment, self-efficacy, and work engagement are negatively related to nurses' intention to quit (De Simone et al., 2018; Reitz et al., 2010; Vardaman et al., 2020), as are positive work–family culture, job control, job support, job tenure, age (Kagwe et al., 2019; Reitz et al., 2010; Yamaguchi et al., 2016), opportunities for growth and development (Kagwe et al., 2019), and positive well-being (King et al., 2022). Factors found to increase intent to leave include increased burnout (Hall et al., 2022); stress, emotional, and physical demands (Fasbender et al., 2019; Hall et al., 2022; Vahedian-Azimi et al., 2019); work–family conflict (Yamaguchi et al., 2016); busy emergency rooms; working extra and unscheduled hours; unexpected work conditions (Hall et al., 2022; Thomas et al., 2022); involvement in hospital affairs; lack of resources (Chen et al., 2018); and the pace and frequency of change faced by nursing staff (Vahedian-Azimi et al., 2019; Vardaman et al., 2020).

Authentic Leadership

Described as a concept of leadership based on being one's true self, authentic leadership is rooted in positive psychology (Iszatt-White & Kempster, 2019; Raso, 2019) and is defined as a relational leadership style resulting in greater self-awareness, positive behaviors, and greater development of employees (Luthans & Avolio, 2003; Walumbwa et al., 2008). Grounded in the principles of honesty, integrity, and trust (Raso, 2019), authentic leadership is instrumental in contributing to healthy work conditions and supporting employees (Cummings et al., 2021). Authentic leaders know well who they are and what their beliefs are, act consistently in accordance with their values, lead with

transparency, are dependable, and focus on relationships with others (Ciftci, 2020; Giordano-Mulligan & Eckardt, 2019). They seek to develop their followers' confidence, hope, optimism, and resiliency as well as their talents and abilities (Avolio et al., 2005; Ciftci, 2020; Iszatt-White & Kempster, 2019). They encourage openness, seek out follower input, and inspire trust in their followers (Ciftci, 2020). They lead fervently and with emotion, with both brain and heart, establishing deep, meaningful relationships with their followers (Ciftci, 2020). They display both passion and self-discipline in obtaining their goals, consistently aiming to lead with greater authenticity and transparency (Ciftci, 2020).

Cummings et al. (2021) found that relational leadership styles were more effective at creating supportive workplace conditions than those focused solely on tasks. In addition to healthier work environments, authentic leadership is an effective management style that leads to increased work performance, deeper organizational commitment, higher engagement levels, feelings of empowerment, and even to flourishing at work (Alilyyani et al., 2018; King et al., 2022; H. Lee et al., 2019; Raso, 2019). Authentic leaders are supportive, empowering, and compassionate (Ciftci, 2020). They work to identify, strengthen, and lead the talents and abilities of their followers, building confidence and cooperation in and from them (Ciftci, 2020).

Sidani and Rowe (2018) conceptualized authentic leadership as a reciprocal process between leader and follower that depends on the leader displaying authenticity through moral behavior and judgments. Moreover, Larsson et al. (2021) asserted authentic leadership to be an outcome dependent upon the behaviors of both leader and follower. Leaders and followers serve as a source of information for each other,

increasing well-being, self-awareness, self-efficacy, and personal development (Avolio et al., 2005). Authentic leaders help to cultivate authenticity in their followers, who in turn offer trust, engagement, and performance (Avolio et al., 2005). Importantly, Gardner et al. (2021) noted that authenticity is a process and that leaders and followers both become more authentic through experience and growth.

Dimensions of Authentic Leadership

Authentic leadership is a relational style of leadership that focuses on building a healthy work environment and is grounded almost entirely in the leader's key attributes (Labrague et al., 2021). Foundational to authentic leadership is that these leaders act from a set of deeply held values and beliefs; they know their true selves deeply and act by these values and beliefs (Ciftci, 2020; Giordano-Mulligan & Eckardt, 2019). Authentic leaders lead from their self-belief and toward the attainment of goals. They do not seek to imitate others but instead lead from their character, values, and traits. Authentic leaders hold high ethical standards, and their behavior is consistent with their speech. They are known and respected for their integrity (Iszatt-White & Kempster, 2019). They do not seek to please the crowd but instead to maintain the truthfulness of action and behavior. Authentic leaders seek to always learn, grow, and progress in their many different roles (Ciftci, 2020).

The four dimensions of authentic leadership are self-awareness, internalized moral perspective, relational transparency, and balanced processing (Walumbwa et al., 2008), which represent the leader's trustworthiness, respectability, and integrity (Kleynhans et al., 2021). Crawford et al. (2020) visualized a model of authentic leadership where awareness and balanced processing form the base, as without them,

dimensions of moral perspective and relational transparency are not possible. Relational transparency and a commitment to an ethical framework form the next level. The highest level is influence, enhanced by self-awareness, balanced processing, relational awareness, and moral perspective. In their development of the ANLQ, Giordano-Mulligan and Eckardt (2019) added to these four dimensions the component of caring, defined as compassion, empathy, awareness of needs, and altruism.

Self-Awareness. Self-awareness comprises two dimensions: how individuals perceive themselves and the ability to know and understand how others perceive them (Ciftci, 2020). Crawford et al. (2020) defined self-awareness as how individuals make sense of the world and their place in it. Self-awareness describes an understanding of one's motives and a profound awareness of how behaviors, strengths, weaknesses, talents, sense of purpose, values, and beliefs both direct one's goals and affect others (Avolio et al., 2004; Ciftci, 2020; Crawford et al., 2020). Self-awareness, self-acceptance, and self-honesty guide authentic leaders; they are deeply aware of how their behavior affects others and use this knowledge to lead and communicate effectively. Finally, they are committed to betterment both for themselves and their followers (Ciftci, 2020).

Internalized Moral Perspective. Internalized moral perspective denotes inherent morals and values that guide the leader's behavior (Ciftci, 2020). Authentic leaders know themselves and are firm in their beliefs; they remain faithful to their values, identities, thoughts, and emotions while respecting others. They align their actions with their values. Leaders who are confident and secure in their values and beliefs are better able to accept and integrate the ideas of others. Lastly, an internalized moral perspective allows the leader to be transparent and inclusive of others (Ciftci, 2020).

Crawford et al. (2020) stated that the goal of authentic leaders is to create authentic leaders from their followers. They maintained that there are two elements of the leader's moral perspective—commitment to one's own ethical framework and an outward orientation—used to help shape the ethical behavior of followers as emergent leaders. In addition, Crawford et al. further noted that the leader's influence allows followers to lead well, influencing others, even without the title or position. Hattke and Hattke (2019) concur, noting that ethical leaders serve as role models, influencing the behavior of their followers.

Relational Transparency. Relational transparency signifies an open sharing of thoughts and feelings with followers; authentic leaders demonstrate their genuine feelings toward their followers (Avolio et al., 2004; Crawford et al., 2020). Authentic leaders both know their true selves and present their true selves to others through communication and openly sharing thoughts, feelings, and emotions (Ciftci, 2020; Crawford et al., 2020). They are supportive and encouraging (Crawford et al., 2020). Authentic leaders can empathize with their followers and understand how their leadership affects their followers (Ciftci, 2020).

Authentic leaders act within their deeply held values and beliefs (Avolio et al., 2004; Ciftci, 2020; Walumbwa et al., 2008). While they do not seek to assume a position of leadership, they gain it through their authentic behaviors of openness, emotion, and a willingness to admit mistakes and ask for feedback and alternative perspectives (Ciftci, 2020). Relational transparency allows for an open exchange of ideas (Gardner et al., 2021). Authentic leaders gain their followers' trust and respect through open and honest communication and their willingness to display and act on emotion; they build lasting

relationships by leading from their true selves (Ciftci, 2020; Giordano-Mulligan & Eckardt, 2019).

Balanced Processing. Finally, balanced processing is described as the willingness to listen to others' input and the practice of objectively analyzing available information before making decisions (Avolio et al., 2004; Kleynhans et al., 2021). As Ciftci (2020) noted, decision-making is the most important act a leader undertakes; Crawford (2020) and Giordano-Mulligan and Eckardt (2019) noted that authentic leaders' decisions are made with the intent of benefitting all, not the self.

Authentic leaders consider multiple perspectives when making decisions; they often seek out advice and include followers in the decision-making process. Authentic leaders use logic, intuition, and emotion in their decision-making, allowing them to guide their actions. Importantly, it is this attribute that garners trust with followers; when their input is requested, considered, and acted upon, they gain trust in their leaders (Ciftci, 2020).

Additional Outcomes of Authentic Leadership

Research by Laguna et al. (2019) showed that the greater the perceived authenticity of the leader, the greater employee innovation and engagement in the workplace through positive emotions, psychological capital, affective commitment, and job resourcefulness. Their research confirmed earlier findings that showed authentic leadership leading to increased meaning and significance at work (Gardner et al., 2005).

Research by Braun and Peus (2016) showed authentic leadership to be positively related to followers' job satisfaction and that the leaders' work-life balance partially mediates the relationship between job satisfaction and authentic leadership. Specifically,

authentic leadership increases followers' perceptions of leaders' work–life balance, which in turn is associated with positive perceptions of their own work–life balance and is related to higher job satisfaction.

Research by Gojny-Zbierowska (2019) showed authentic leadership as a partial mediator for the impact of leader psychological capital (PsyCap), defined as one's positive state of psychological development on follower PsyCap. The four characteristics of PsyCap—hope, self-efficacy, optimism, and resiliency—help leaders better understand themselves and their impact on followers. This allows them to show their authentic self, display balance in decisions, and act within their moral perspective. The same research revealed the direct impact of authentic leadership on follower PsyCap: the leader's self-awareness, transparency, expression of thoughts and feelings, and strong values help to increase the follower's PsyCap.

Authentic Leadership and Nursing

Nurse leaders hold one of the most vital positions in health care (Catton, 2020), positively influencing the workplace through clear communication, earnest partnership with followers, and authentic leadership (Hall et al., 2022; King et al., 2022). Authentic leadership has been linked to a healthy work environment in health care facilities (Alexander & Lopez, 2018; Giordano-Mulligan & Eckardt, 2019; King et al., 2022; Raso et al., 2021) and has been included as a standard in the AACN's model of care with its focus on patient safety, clinical outcomes, and staff recruitment and retention (AACN, 2016). Alilyyani et al. (2018) and Kida et al. (2021) stated that authentic leadership is rooted in the same humanistic values as nursing and, as such, promotes work

environments based on respect, trust, and appreciation for others' contributions through shared decision-making and cooperation.

Giordano-Mulligan and Eckardt (2019) noted that nurse leaders help to create a positive work environment through attributes of caring, ethical values, and balanced decision-making. King et al. (2022) discussed the positive impact authentic leadership has on staff nurses' emotional and workplace well-being. In their study of workplace conditions during the global COVID-19 pandemic, Raso et al. (2021) revealed that authentic leadership is significantly and positively related to a healthy workplace even in the midst of turmoil. Shirey et al. (2019) noted that authentic leadership is essential in creating effective collaborative work teams dedicated to improved patient care and outcomes. Skilled leaders are necessary to maintain a healthy work environment, facilitate greater employee retention and engagement, and preserve patient care (Alilyyani et al., 2018; Giordano-Mulligan & Eckardt, 2019; Warden et al., 2021).

Research by Labrague et al. (2021) indicated that authentic leadership is linked to both increased quality of care and decreased adverse patient events, including patient falls, medication errors, pressure ulcers, hospital-acquired infections, and patient and family complaints. Further, they reported a significant relationship between authentic leadership and nurses' safety actions in that the greater perception of authentic nurse leadership, the greater implementation of nurse safety actions, reducing adverse patient events. Liu et al. (2018) noted that authentic leadership increases employees' internal motivation, impacting their work safety behaviors. Alilyyani et al. (2018) reported authentic leadership to be significantly related to reduced uncertainty in the workplace and to increased psychological safety. Boamah (2018) noted that leadership is a critical

factor in patient safety and health care reform as well as for organizational change. Research has shown authentic leadership to be effective in creating healthy work environments, facilitating organizational change, and positively contributing to organizational outcomes (King et al., 2022; H. Lee et al., 2019).

Alexander and Lopez (2018) noted that healthy work environments are necessary for health care settings as they contribute to patient care and quality outcomes, positive workplace culture, nurse retention, and medical error reduction. They defined the four themes of authentic leadership as related to nursing: self-awareness of both the private and professional self, balanced processing (being open-hearted, releasing control, trusting the process, and taking risks), transparency (limiting exposure through honesty, integrity, and trust), and moral leadership (one's nursing compass).

Alexander and Lopez's (2018) research into the behaviors nurse leaders engage in to help create healthy workplace environments identified self-awareness as one of the most imperative features of an effective leader, divided into two categories: the private self and the professional. The private self refers to an understanding of one's strengths and weaknesses, values, and the courage to lead, while the professional self understands one's impact on others. They noted that more than being open to different opinions, balanced processing involves listening and actively seeking opposing opinions in decision-making. Transparency signifies the hard work of developing trusting relationships, and moral leadership defines one's ethical orientation: working toward the best outcomes for patients and nurses while also taking joy in one's work (Alexander & Lopez, 2018).

In developing the ANLQ, Giordano-Mulligan and Eckardt (2019) identified the three constructs of authentic nurse leadership as integrity, transparency, and altruism. These constructs in turn encompass the key features of authentic leadership: self-awareness, relational transparency/integrity, moral and ethical perspective, and balanced processing/shared decision-making. Giordano-Mulligan and Eckardt added caring to the list, defined as compassion, empathy, awareness of needs of self and others, and selflessness. Integrity encompasses self-awareness and moral perspective; it speaks of the leaders' honesty and motivation and leads to greater trust, engagement, commitment, job satisfaction, and well-being. Transparency is defined by the leaders' relational transparency and shared decision-making. They work diligently to build value-based relationships with their followers and value follower inputs. Altruism denotes leaders' tendencies to set goals to benefit the whole, rather than the self. Authentic nurse leaders act for the good of others without the need for personal gain or reward (Giordano-Mulligan & Eckardt, 2019).

Authentic Leaders and Social Exchange Theory

Research by Kida et al. (2021) indicated that social capital, defined as social relationships and networks in the workplace, is significantly related to authentic leadership. Social capital defines relationships built through reciprocity and trust. They are beneficial to both leader and follower, enhancing work performance, job satisfaction, organizational commitment, and work engagement, as well as influencing burnout. Moreover, social capital is related to greater employee and patient health outcomes, including patient safety, quality of care, unit effectiveness, and risk management behaviors (Kida et al., 2021).

Authentic leaders encourage follower cooperation through the bond they create from their own actions and behaviors (Ciftci, 2020). Authentic leaders form relationships characterized by change, common values, and shared goals; followers discover their true selves, while at the same time internalizing the values and beliefs of the leader (Ciftci, 2020). Research has shown the attributes of authentic leadership to represent the necessary qualities of a good social exchange relationship (Kleynhans et al., 2021). Authentic leaders influence followers' personal and social identification, helping them understand who they are, and the values, beliefs, and goals they hold. This leads to greater follower engagement, satisfaction, motivation, and loyalty, and improved work and performance outcomes (Avolio et al., 2004; Walumbwa et al., 2008). Authentic leaders' integrity of action, honesty in word and deed, and leading of followers through empowerment and inclusivity encourages reciprocity of behavior. Authentic leaders acknowledge and even delight in followers' differences, helping them to discover their own set of values and beliefs, while at the same time, directing followers' behavior for the good of the organization (Ciftci, 2020).

Ciftci (2020) noted that authentic leadership can change the organization's entire culture with its focus on values, ethics, the betterment of others, and a consistent drive to discover and act as one's true self. Trust in leader is based primarily on the leader's actions (Ciftci, 2020). Flavian et al. (2019) stated that when employees trust their leader, they have confidence in their actions, knowing the leader has their best interest at heart. It is the leaders' responsibility to create an atmosphere of trust where employees can feel safe and secure in their work and workplace (Kleynhans et al., 2021). Trust is formed through open communication, support, a leader's sacrifice, predictability of behavior, and

fair treatment between leader and follower. Additionally, when followers trust their leaders, they increase effort and performance. Authentic leaders build trust when they act in accordance with their values, engage in open and honest communication, encourage diverse perspectives, and strive for relational authenticity; authentic leadership develops as the relationship between leader and follower becomes more authentic (Ciftci, 2020; Kleynhans et al., 2021; Laguna et al., 2019).

Social Exchange Theory, Authentic Leadership, and Leader-Member Exchange

SET provides a theoretical framework for LMX, which is indicative of the quality of the relationships between leaders and followers (Porter, 2018). LMX relationships are formed through an exchange of resources such as quality leadership and job performance; they are characterized by greater information exchange, trust, support, commitment, loyalty, liking, and respect (Aggarwal et al., 2020; Kleynhans et al., 2021). SET suggests that the greater commitment nurses show to their supervisors, the greater resources for tasks and personal development they receive (Huyghebaert et al., 2019).

Biblical Foundations of the Study

Central to leadership is personal integrity, defined as principled, honest, and trustworthy, and which denotes an inability to be false to one's character or responsibilities (Grahek et al., 2010). Authentic leaders lead with integrity, from internalized morals and values that guide their actions and behaviors (Ciftci, 2020; Hughes, 2018). In Psalm 78:72 we read that David, called a man after God's own heart (1 Samuel 13:14; Acts 13:22), led his followers with "integrity of heart" (*New International Version*, 1978/2011). In the *American Nurses Code of Ethics* (2015), Fowler stated, "Preservation of integrity as a duty to self requires a lived conformity with the values that

one holds dear, both personal and professional” (p. 86). Authentic leaders walk in integrity, keeping their values at the center of their leadership.

Authentic leaders lead to empower and to do so in the best interest of others (Crawford et al., 2020). Micah 6:8b states we are to “do justice, and to love kindness, and to walk humbly with [our] God” while Philippians 2:3-4 commands us to “do nothing from selfish ambition or conceit, but in humility count others more significant than [our]selves. Let each of [us] look not only to [our] own interests, but also to the interests of others.” Authentic leaders are invested in the well-being of their followers; Giordano-Mulligan and Eckardt (2019) noted that authentic leaders seek to empower their followers and focus on goals that benefit others, without self-gain or personal reward.

Authentic leaders seek to build true relationship with their followers (Giordano-Mulligan & Eckardt, 2019). First Thessalonians 5:11 commands us to encourage and strengthen each other, while 1 Timothy 4:12b directs us to speak and act “in love, in faith, in purity” (*English Standard Version*, 2001/2016). Ephesians 4:2 instructs us to act “in humility and gentleness, with patience, bearing with one another in love,” while Ephesians 4:32 instructs us to be kind, gracious, and forgiving toward others. As servants of Christ seeking to lead authentically, we must work at developing true relationship with others, leading in love and with kindness, with the goal of encouraging and strengthening our followers. As Christians, we can show the love of Jesus through both our actions and our leadership.

Romans 12:8 instructs us to take the calling of leadership seriously. As faith leaders, we are commanded to be influences of right-living and holiness, glorifying the Lord: Hebrews 13:18 instructs us to “act honorably in all things,” while 1 Peter 2:12

commands that we act in a way that glorifies the Lord. Integrity is of utmost importance to leading authentically (Hughes, 2018).

Hughes (2018) noted that scripture guides our character and leadership development. Jesus provides an example of leading authentically in John 8:28-29, noting that He acts not of His own accord, but under the authority and guidance of the Father. Throughout the Gospels, Jesus shows us through His actions that He represents the Father, He is accountable to the Father, and He acts to please the Father. As Christians, and as leaders, we are given the honor, and the responsibility, of representing our Savior.

Summary

Chapter 2 provided a comprehensive literature review of the constructs of job embeddedness, turnover intention, and authentic leadership and made the case for designating the authentic leadership behaviors necessary to increase job embeddedness and reduce turnover intention among RNs. Job embeddedness is defined as the psychological, social, and financial factors that influence whether individuals stay with their jobs or leave (Halvorsen et al., 2021). Turnover intention is defined as the psychological and behavioral intent to leave one's current organization (Chen et al., 2018), and reflects the attitude of the employee toward the organization (Ngo-Henha, 2018). Authentic leadership stems from positive psychology and is defined as a relational leadership style leading to greater self-awareness and individual growth (Luthans & Avolio, 2003; Walumbwa et al., 2008). The five factors of authentic leadership are self-awareness, internalized moral perspective/moral ethical courage, relationship transparency/integrity, shared decision-making/balanced processing, and caring.

Chapter 3 provides an overview of the study procedures, including recruitment methods; demographic information of participants; instruments used; operationalization of variables; statistical methods employed; and a list of delimitations, assumptions, and limitations.

CHAPTER 3: RESEARCH METHOD

Overview

Chapter 3 presents a summary of the study procedures. Participants were RNs who had worked for at least 1 year in their positions and who did not serve as nurse leaders. In addition to collecting demographic data, instruments used were Crossley et al.'s (2007) seven-item Global Scale of Job Embeddedness, Cohen's (1999) three-item Turnover Intention Scale-6, and Giordano-Mulligan and Eckardt's (2019) ANLQ. Multiple regression analysis using Baron and Kenny's (1986) steps and Hayes's PROCESS model (2009) was conducted to analyze the relationship between job embeddedness, turnover intention and authentic leadership. Next, hierarchical multiple regression was used to test for significant direct effect of the five characteristics of authentic leadership—self-awareness; internalized moral perspective, identified as moral ethical courage in Giordano-Mulligan and Eckardt (2019); relationship transparency, identified as relationship integrity; shared decision-making/balanced processing; and caring—in the relationship between job embeddedness and turnover intention.

Research Questions and Hypotheses

RQ1: Does authentic leadership mediate the relationship between job embeddedness and turnover intent in nursing professionals, such that greater perceptions of authentic nurse leader behaviors lead to greater job embeddedness?

H₀1: Authentic leadership will not mediate the relationship between job embeddedness and turnover intent in nursing professionals.

H_a1: Authentic leadership will mediate the relationship between job embeddedness and turnover intent in nursing professionals.

RQ2: Do authentic leadership behaviors predict job embeddedness in nursing professionals?

H₀2: Authentic leader behaviors do not predict increases in job embeddedness in nursing professionals.

H_a2: Authentic leader behaviors do predict increases in job embeddedness in nursing professionals.

RQ3: Do authentic leadership behaviors predict turnover intent in nursing professionals?

H₀3: Authentic leader behaviors do not predict decreases in turnover intent in nursing professionals.

H_a3: Authentic leader behaviors do predict decreases in turnover intent in nursing professionals.

Research Design

This study used a quantitative cross-sectional design to assess the direct relationship between the predictor variable, job embeddedness, and the criterion variable, turnover intention, as well as the indirect relationship of job embeddedness on turnover intention as mediated by authentic leadership. The relationship between the five factors of authentic leadership and their relationship with job embeddedness and turnover intention was also assessed via hierarchical multiple regression to predict which of the five components of authentic leadership impacts job embeddedness and turnover intention.

A survey was an appropriate choice for this type of research. Ponto (2015) noted that surveys are useful for quickly obtaining information from a large population; with

proper recruitment and sufficient sample size, surveys can provide information representative of the population of interest. Further, surveys are easy to use and interpret, allow for a vast variety of data collection methods, and overall are a useful and valid resource in the exploration of the variables and their constructs (Ponto, 2015).

Participants

Participants for this study were recruited from a representative sample chosen via online nursing support groups found on social media (i.e., Facebook, LinkedIn, etc.) and from SurveyMonkey's Audience panel. SurveyMonkey's Audience panel provides researchers with participants who are vetted and meet the necessary requirements. Institutional review board approval from Liberty University was granted on February 9, 2023. As this research focused on nursing job embeddedness and turnover intention, participants were limited to full-time nursing professionals with a minimum of a 2-year degree (RN, BSN, MSN) who had worked with their organization for a minimum of 1 year. As the research concerned nurse leadership styles, those who served as nurse leaders or who had served as a nurse leader within the previous 2 years were not eligible to take the surveys. Licensed practical nurses and nurse aides were also not eligible as the assumption was they had not invested the amount of time necessary to attain the title of RN, and as such would be less invested and embedded in the profession overall.

A power analysis using G*Power version 3.1.9.7 (Faul et al., 2007) was used to calculate the necessary sample size for a multiple regression, fixed model, R^2 deviation from zero. An effect size of 0.15, a $p < .05$ error, a .8 power, and seven predictors were used to calculate the sample size. The sample size needed for this study was calculated as

103. However, researchers often recommend minimum sample sizes of 200 for sufficient robustness of interpretation (Boomsma & Hoogland, 2001).

Study Procedures

Participants were recruited through Facebook, LinkedIn, and SurveyMonkey. The survey remained open until the minimum sample size of 200 was obtained. After first obtaining demographic information, participants were asked to respond to three survey instruments: Giordano-Mulligan and Eckardt's (2019) ANLQ, Crossley et al.'s (2007) Global Measure of Job Embeddedness, and Cohen's (1999) Turnover Intention Scale-6. Multiple regression analysis using Baron and Kenny's (1986) steps and Hayes's (2009) PROCESS model evaluated both the direct relationship between job embeddedness as predictor variable and turnover intention as criterion variable and the indirect relationship between job embeddedness and turnover intention as mediated by authentic leadership. Hierarchical multiple regression was used to analyze which of the five components of authentic leadership predict changes in job embeddedness and turnover intention.

Demographic data gathered prior to the study included age, gender, degree held, years in practice, and time in current position. See Appendix A for the questionnaire used.

Instrumentation and Measurement

Authentic Nurse Leadership Questionnaire

The ANLQ was developed by Giordano-Mulligan and Eckardt (2019) to assess staff perceptions of authentic nurse leadership behaviors and to validate the authentic nurse leadership framework for nurses (Giordano-Mulligan & Eckardt, 2019; Raso et al., 2020). Giordano-Mulligan and Eckardt used Avolio et al.'s (2004) Authentic Leadership

Questionnaire, the Utrecht Work Engagement Scale, and the Areas of Life Scale to validate their instrument, which has an internal consistency value of .99. Cronbach's alpha for subscales were .87 for self-awareness, .82 for moral ethical courage, .92 for relational integrity, .92 for shared decision making, and .91 for caring.

The ANLQ is used to measure clinical nurses' perceptions of their leaders' authentic behaviors. The ANLQ is a 5-point, 29-item Likert-type scale (0 = *never*, 4 = *all of the time*) that measures the five key attributes of authentic nurse leadership identified by Giordano-Mulligan and Eckardt (2019)—self-awareness, moral ethical courage, relational integrity, shared decision-making, and caring. A copy of the permission letter to use the ANLQ is attached to this study as Appendix B. The ANLQ and scoring guide can be found in Appendix C.

Global Measure of Job Embeddedness

While some instruments measuring job embeddedness consider on-the-job embeddedness and off-the-job embeddedness as two separate factors composing the singular construct, Crossley et al.'s (2007) Global Measure of Job Embeddedness assesses overall embeddedness by asking more general questions, which allows measuring the entire construct with fewer questions. While it has been noted that on-the-job and off-the-job embeddedness are indeed two different factors and share differential relationships with turnover intention (Jiang et al., 2012; Zhang et al., 2019), the present study's aim was to understand only on-the-job embeddedness on turnover intention. Therefore, this instrument was sufficient.

Questions in Crossley's (2007) instrument include "I feel attached to this organization," "It would be difficult for me to leave this organization," "I'm too caught

up in this organization to leave,” “I feel tied to this organization,” “I simply could not leave the organization that I work for,” “It would be easy for me to leave this organization,” (reverse scored), and “I am tightly connected to this organization.” The seven items are measured on a 5-point Likert-type scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Convergent validity was assessed between the global scale and organizational embeddedness ($r = .67$) and community embeddedness ($r = .34$), indicating organizational factors impact turnover intention to a greater extent. Exploratory factor analysis of global and facet measures of job embeddedness, job satisfaction, affective and continuance commitment, perceived job alternatives, and intention to quit was used to test discriminant validity. Items from the job embeddedness facets loaded onto six factors; the global job embeddedness items formed a factor distinct from all other measures, providing evidence of discriminant validity. Further analysis revealed global job embeddedness predicts unique variance in intentions to quit, over and above affective, continuance, and normative commitment, job satisfaction, perceived alternatives, and organizational commitment (Crossley et al., 2007).

Crossley et al.’s (2007) Global Measure of Job Embeddedness is in the public domain and freely available for use for research. A copy of the scale is in Appendix D.

Turnover Intention Scale-6

Based on Mobley et al.’s (1979) definition of turnover intention, the Turnover Intention Scale-6 comprises three items: “I think about leaving the organization,” “I am actively searching for an alternative to the organization,” and “As soon as it is possible, I will leave the organization.” The items are measured on a 5-point Likert-type scale

ranging from 1 = *strongly agree* to 5 = *strongly disagree*, with higher scores indicating weaker turnover intent (Cohen, 1999). The Turnover Intention Scale-6 measures three different dimensions of turnover; Cronbach's alpha was 0.94 for intent to leave the organization (Cohen, 1999). In a longitudinal study on intent to leave and then actual turnover, Bothma and Roodt (2013) found evidence of criterion validity and reliability of the instrument (Cronbach's alpha .80).

Cohen's (1999) Turnover Intention Scale-6 is in the public domain and freely available for use for research. A copy of the scale can be found in Appendix E.

Operationalization of Variables

Authentic leadership—An ordinal variable measured by the total score on the ANLQ.

Job embeddedness—An ordinal variable measured by the total score on the Global Measure of Job Embeddedness.

Turnover intent—An ordinal variable measured by the total score on the Turnover Intention Scale-6.

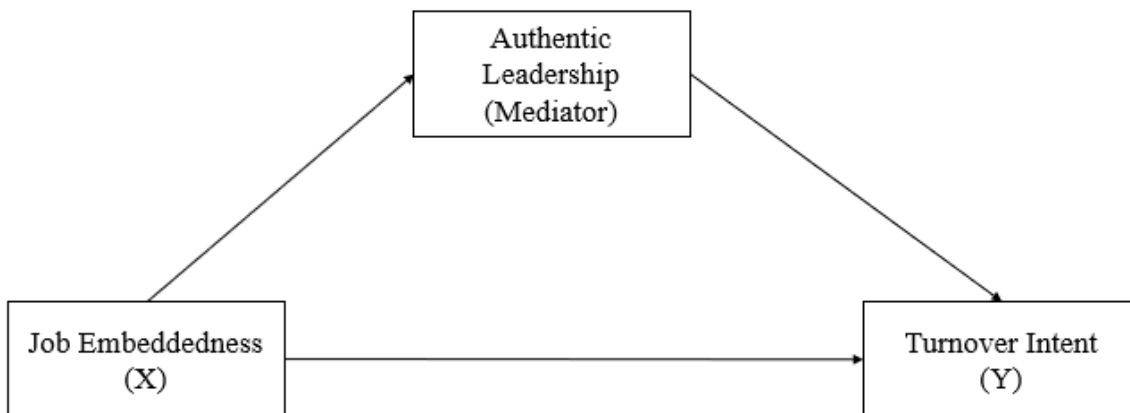
Data Analysis

After analyzing demographic data, three distinct statistical analyses were conducted. First, the relationships between job embeddedness as a predictor variable, turnover intention as a criterion variable, and authentic leadership as a mediating variable were assessed using Baron and Kenny's (1986) steps and Hayes's PROCESS model (2009) for multiple regression (see Figure 1). While ordinal surveys were used in this study, research shows that ordinal data with five or more categories can safely be analyzed as continuous without harm to the data (Johnson & Creech, 1983; Norman,

2010; Sullivan & Artino, 2013; Zumbo & Zimmerman, 1993). As such, multiple linear regression was the appropriate statistic to use.

Figure 1

Hypothesized Relationship Between Job Embeddedness, Turnover Intention, and Authentic Leadership



There are four statistical assumptions to be met in order to use multiple linear regression (Ernst & Albers, 2017). The first, linearity, requires linear relationships between independent variables and the dependent variable. Linearity is related to the issue of multicollinearity, which requires an inspection of correlation coefficients to ascertain that variables are not highly correlated with each other. This is assessed by interpreting a scatterplot and partial regression plot.

Next, the assumption of normality requires all residuals to be random and errors to be normally distributed around zero. This is assessed by histogram and P-P plot. The third assumption, independence of observations, states that residuals should not be correlated. Values of 1.5 to 2.0 of the Durbin-Watson test indicate independence. The last assumption, homoscedasticity of residuals, is also confirmed by scatterplot and requires

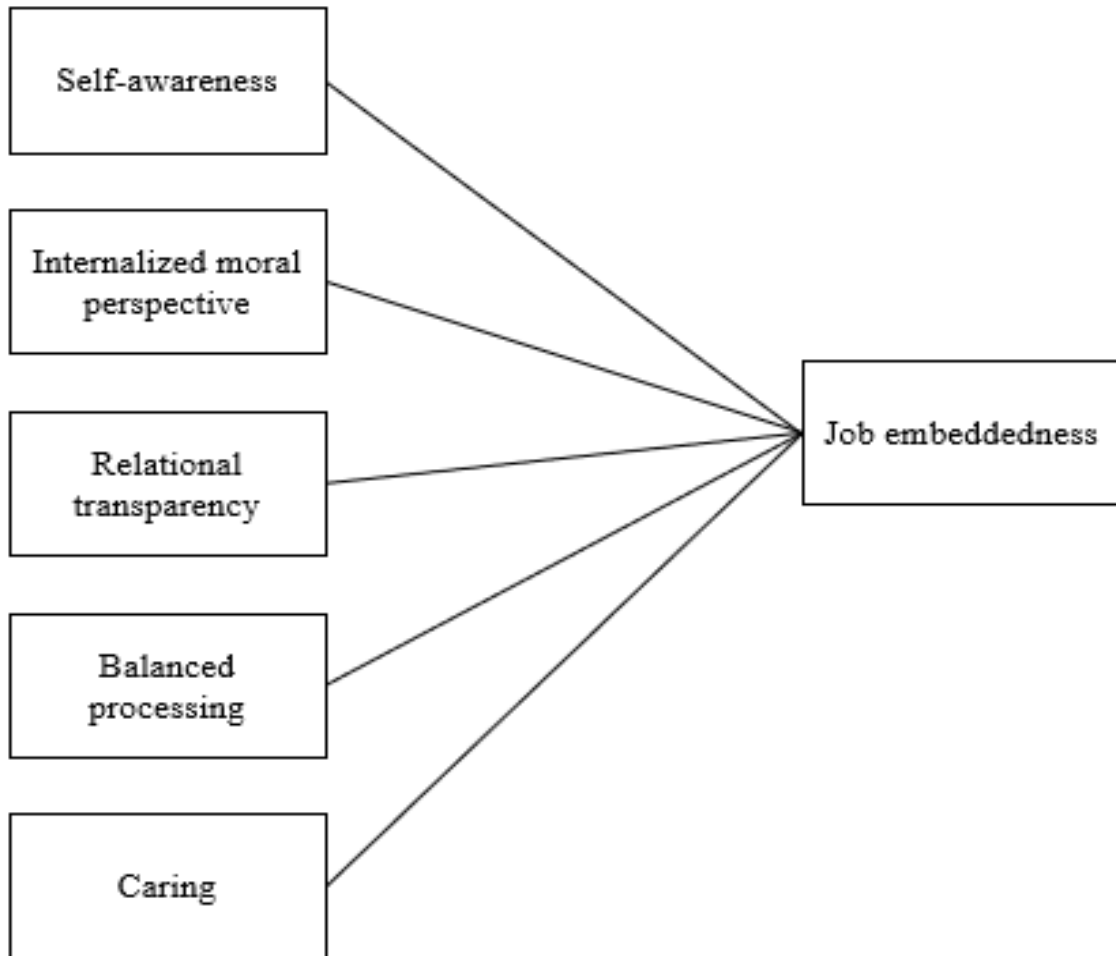
equal variances for the residuals of each level of predictor variables (Ernst & Albers, 2017).

Mediation analysis is used to examine relationships among a wide range of variables (Fairchild & McDaniel, 2013). The relationships between job embeddedness and turnover intention, job embeddedness and authentic leadership, and authentic leadership and turnover intention were evaluated and reported in a correlation matrix, which allows for easy interpretation of the data (Hatcher, 2013). As recommended by Hayes (2009), the regression analysis was supplemented with bootstrapping to confirm the indirect effect of the mediating variable on the criterion. MacKinnon et al. (2004) and Williams and MacKinnon (2008) noted that bootstrapping, defined as replacement and resampling of the sample, is a more valid and more powerful method for testing the indirect effect of a mediating variable than regression analysis alone.

Next, hierarchical multiple regression was used to investigate the five factors of authentic leadership (self-awareness, internalized moral perspective/moral ethical courage, relational transparency/integrity, balanced processing/shared decision-making, and caring) and their effect on job embeddedness in order to explain which factors have greatest impact and increase job embeddedness. A hypothesized model of the relationships between the five factors and job embeddedness is shown in Figure 2.

Figure 2

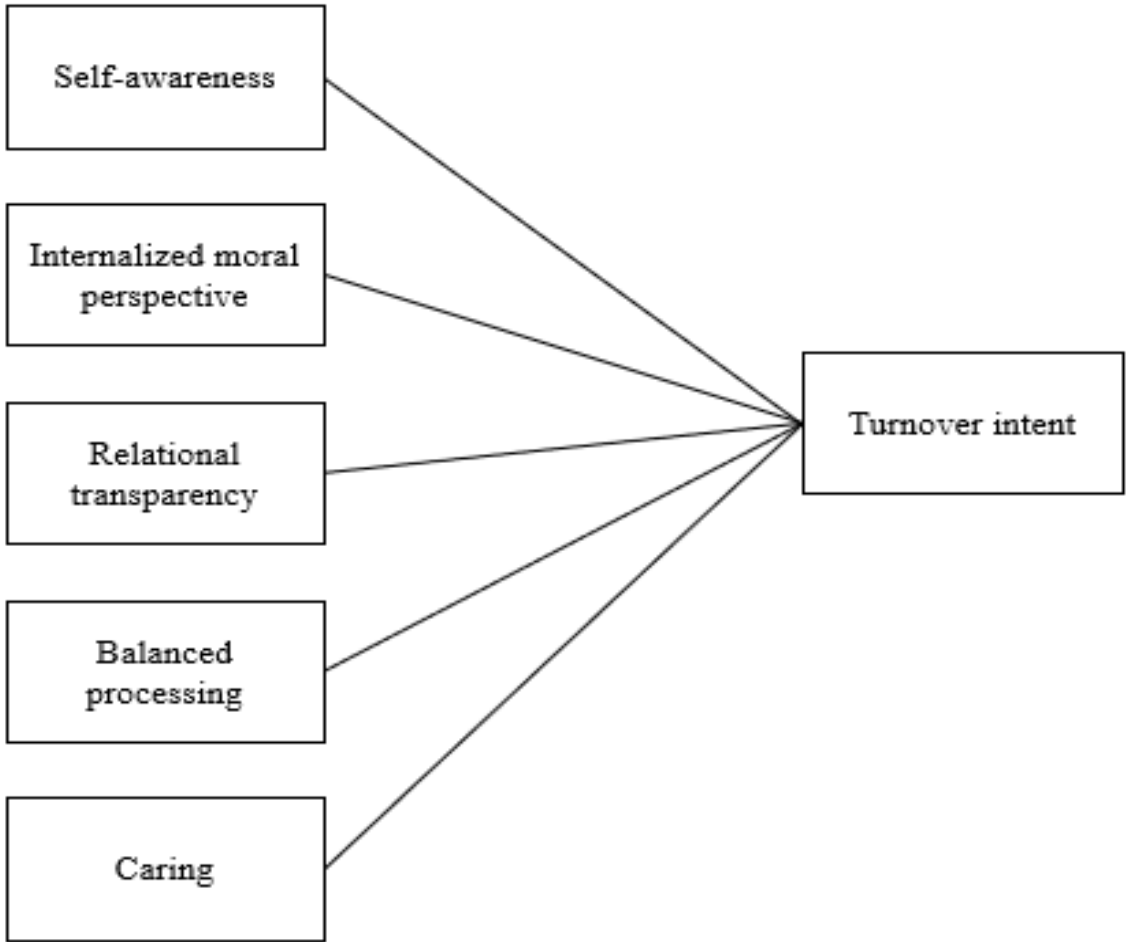
Hypothesized Impact of Authentic Leadership on Job Embeddedness



Lastly, hierarchical multiple analysis was used to evaluate the relationship between the five factors of authentic leadership and turnover intention to determine which factor(s) most strongly influence (decrease) turnover intention. A hypothesized model of the relationships between the five factors and turnover intention is shown in Figure 3.

Figure 3

Hypothesized Impact of Authentic Leadership on Turnover Intention



Delimitations, Assumptions, and Limitations

Delimitations were the inclusion of nurses with a 2-year degree or higher (RN, BSN, MSN), those who had worked in the same health care facility for at least 1 year, and those not currently or recently serving as nurse leaders. Those with less than a 2-year degree or currently or recently serving as nurse leaders were not eligible for the study. Assumptions were that participants answered honestly. Limitations included the survey length (44 questions).

Summary

Chapter 3 provided an overview of the research design, study procedures, instruments used, and data analysis. The relationships between authentic leadership, job embeddedness, and turnover intention were investigated, as were the effects of the five factors of authentic leadership on job embeddedness and authentic leadership on turnover intention. Participants were staff/floor nurses with a minimum of a 2-year degree, who had worked in their facility for a minimum of 1 year, and were not currently or recently serving as a nurse leader. Participants were recruited via social media (i.e., Facebook and LinkedIn) and through SurveyMonkey's Audience tool, which matches eligible participants to pertinent studies. The ANLQ was used to measure perceptions of authentic nurse leadership behavior, Crossley's (2007) Global Measure of Job Embeddedness to measure job embeddedness, and Cohen's (1999) Turnover Intention Scale-6 to measure turnover intention. Chapter 4 provides an analysis of the research results.

CHAPTER 4: RESULTS

Overview

This quantitative survey study examined the relationships between authentic leadership, job embeddedness, and turnover intention, specifically whether authentic leadership mediated the relationship between job embeddedness and turnover intention in nursing professionals. In addition, this study sought to determine the specific authentic leadership behaviors that affect job embeddedness and those that impact turnover intention. Job embeddedness addresses the psychological and behavioral reasons people stay with their jobs; research has shown that as job embeddedness increases, turnover intention decreases (Halvorsen et al., 2021). Proposed as the root component of a healthy work environment in health care facilities (Raso et al., 2020), authentic leadership relates to employee well-being and improved outcomes for nurses and patients (Giordano-Mulligan & Eckardt, 2019; Raso et al., 2020). This study used the ANLQ, the Global Job Embeddedness Scale, and the Turnover Intention Scale-6 to better understand the relationships between authentic leadership, job embeddedness, and turnover intention.

Research Questions and Hypotheses

RQ1: Does authentic leadership mediate the relationship between job embeddedness and turnover intent in nursing professionals, such that greater perceptions of authentic nurse leader behaviors lead to greater job embeddedness?

H₀1: Authentic leadership will not mediate the relationship between job embeddedness and turnover intent in nursing professionals.

H_a1: Authentic leadership will mediate the relationship between job embeddedness and turnover intent in nursing professionals.

RQ2: Do authentic leadership behaviors predict job embeddedness in nursing professionals?

H₀2: Authentic leader behaviors do not predict increases in job embeddedness in nursing professionals.

H_a2: Authentic leader behaviors do predict increases in job embeddedness in nursing professionals.

RQ3: Do authentic leadership behaviors predict turnover intent in nursing professionals?

H₀3: Authentic leader behaviors do not predict decreases in turnover intent in nursing professionals.

H_a3: Authentic leader behaviors do predict decreases in turnover intent in nursing professionals.

Descriptive Results

The ANLQ (Giordano-Mulligan & Eckardt, 2019), Crossley et al.'s (2007) Global Measure of Job Embeddedness, Cohen's Turnover Intention Scale-6 (1999), and demographic questions were combined into one questionnaire and distributed through SurveyMonkey. Two hundred and sixty-three responses were received. Two hundred and five (78%) were complete and used in the analysis.

Demographic Data

The nursing sample consisted of 181 female (88.3%) and 24 male (11.7%) respondents. See Table 1 for the sample demographics.

Table 1*Sample Demographics (N = 205)*

Characteristic	<i>n</i>	%
Gender		
Male	24	11.7
Female	181	88.3
Age range (in years)		
18–22	10	4.9
23–29	37	18.0
30–39	65	31.2
40–49	46	22.4
50–59	25	12.2
60–69	18	8.8
70+	5	2.4
Highest degree held		
Registered nurse	85	41.5
Bachelor of science in nursing	86	42.0
Master of science in nursing	26	12.7
Doctor of nurse practice	8	3.9
Years practiced		
2–5	54	26.3
6–9	34	16.6
10–14	43	21.0
15–19	23	11.2
20+	51	24.9
Years in current position		
2–5	123	60.0
6–9	37	16.6
10–14	16	21.0
15–19	10	11.2
20+	19	24.9

Note. Percentages do not add to 100% due to rounding.

Table 2 shows Cronbach's alpha and the number of items for each scale. Of the 29 items in the ANLQ, 28 were used, resulting in $\alpha = .98$. All three scales had good internal consistency.

Table 2

Cronbach's Alpha for the Authentic Nurse Leadership Questionnaire, Global Job Embeddedness Scale, and Turnover Intention Scale-6

Instrument	Number of items	Cronbach's α
Authentic Nurse Leadership Questionnaire	28	.98
Global Job Embeddedness Scale	7	.88
Turnover Intention Scale-6	3	.91

Table 3 shows the correlation matrix of the variables used in this study, including turnover intent, authentic leadership, and job embeddedness. Education, years in nursing profession, and years in current position were added to the analysis to control for their significance. Significant correlations were flagged between turnover intent and authentic leadership, turnover intent and job embeddedness, authentic leadership and job embeddedness, authentic leadership and education, authentic leadership and years in current position, and years in current position and years in nursing profession.

Table 3*Summary of the Correlation Between Variables Measured in the Study*

Measure	Turnover intention	Authentic leadership	Job embeddedness	Education	Years in nursing profession	Years in current position
Turnover intention	1.000					
Authentic leadership	.437**	1.000				
Job embeddedness	.538**	.320**	1.000			
Education	.043	.148*	.097	1.000		
Years in nursing profession	-.014	-.077	.003	.101	1.000	
Years in current position	-.028	-.119*	.104	.017	.564**	1.000

* $p < .05$. ** $p < .001$.

Regression Analyses

Three regression analyses were used in this study. The first was run to assess the relationship between job embeddedness, turnover intention, and authentic leadership as mediator. The second and third regressions were used to assess the constructs of authentic leadership as predictors of job embeddedness and turnover intention, respectively. To run regression analyses, the following assumptions must be met: linearity, normality, independence of errors, and homoscedasticity.

Regression 1: Analysis of Relationship Between Job Embeddedness, Turnover Intention, and Authentic Leadership

Table 4 shows the assumptions for the first analysis and depicts a Durbin-Watson of 1.56, indicating the assumption of independent errors was met. Figure 4 is a histogram of the standardized residual, indicating a reasonably normal distribution. The normal

distribution was confirmed by the P–P plot shown in Figure 5. The scatterplot in Figure 6 confirmed homoscedasticity of the sample.

Table 4

Summary of Predictors of Turnover Intent

Variable	β	$SE \beta$	B	Tolerance	VIF	Durbin Watson
Constant	.39	.334				
Job embeddedness	.61*	.09	.29	.86	1.16	1.56
Authentic leadership	.42*	.08	.46	.87	1.15	
Education	-.07	.08	-.049	.96	1.04	
Years practiced	.04	.05	.05	.67	1.49	
Years in current position	-.06	.06	-.07	.66	1.52	

* $p < .001$.

Significant correlation coefficients were flagged between turnover intent and job embeddedness and turnover intent and authentic leadership.

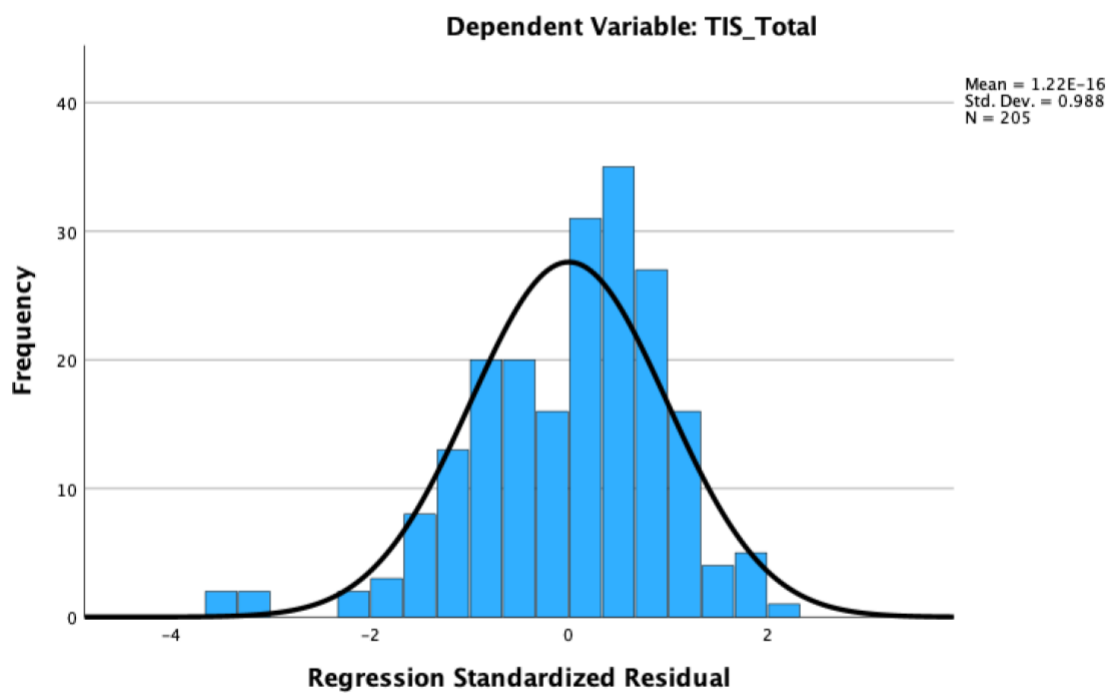
Figure 4*Histogram of the Standardized Residual*

Figure 5

P-P Plot of Regression Standardized Residual

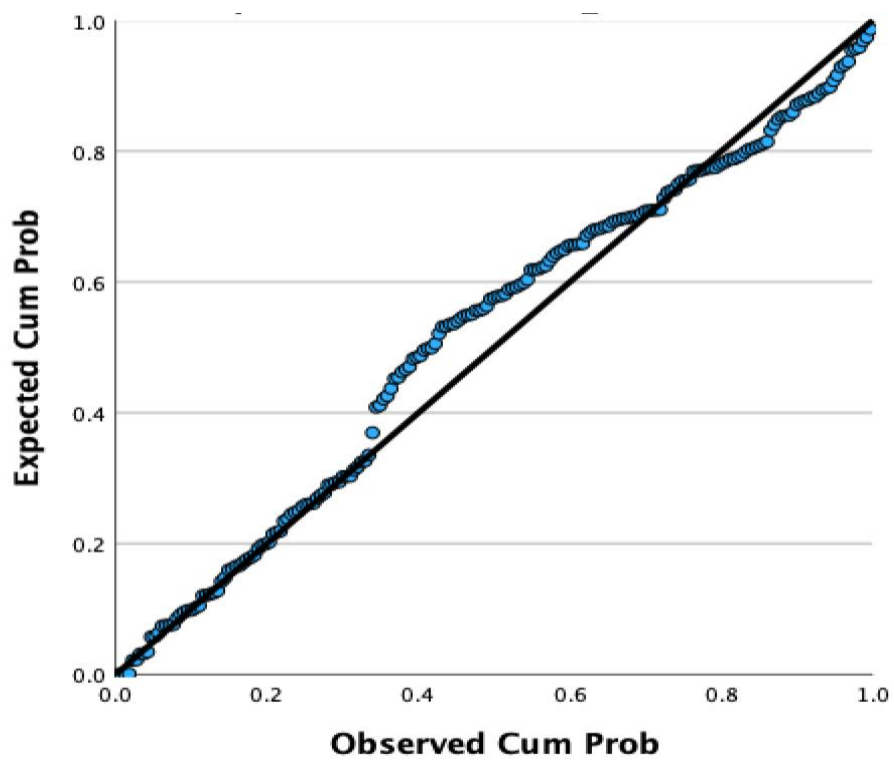
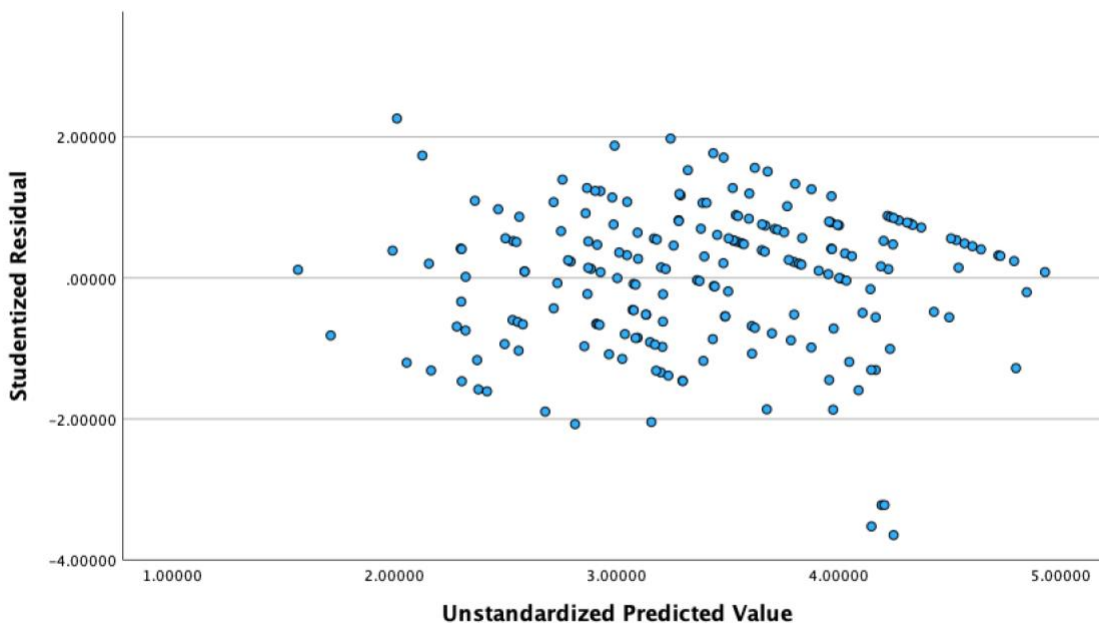


Figure 6

Scatterplot of Studentized Residual by Unstandardized Predicted Value



Regression 2: Analysis of Constructs of Authentic Leadership on Job Embeddedness

Assumptions for Regression 2 were assessed using hierarchical multiple regression. Correlations between the constructs of authentic leadership and job embeddedness are shown in Table 5. While all constructs of authentic leadership were highly correlated, collinearity statistics of tolerance and VIF were greater than 0.10, indicating sufficient independence of variables. Table 6 shows tolerance, VIF, and a Durbin-Watson of 2.16, indicating the assumption of independent errors was met. Figure 7 is a histogram of the standardized residual, indicating a normal distribution. The normal distribution was confirmed by the P–P plot shown in Figure 8. The scatterplot in Figure 9 confirmed homoscedasticity of the sample.

Table 5

Summary of the Correlation Between the Constructs of Authentic Leadership and Job Embeddedness

Measure	Job embeddedness	SA	MEC	RI	SDM	CA
Job embeddedness	1.000					
SA	.308*	1.000				
MEC	.308*	.788*	1.000			
RI	.297*	.766*	.837*	1.000		
SDM	.280*	.783*	.791*	.902*	1.000	
CA	.300*	.729*	.769*	.886*	.893*	1.000

Note. SA = self-awareness; MEC = moral ethical courage; RI = relational integrity; SDM = shared decision-making; CA = caring.

* $p < .001$.

Table 6

Summary of Collinearity and Independence of Observations

Variable	Tolerance	VIF	Durbin Watson
SA	.311	3.22	2.16
MEC	.247	4.05	
RI	.128	7.83	
SDM	.133	7.50	
CA	.167	5.97	

Note. SA = self-awareness; MEC = moral ethical courage; RI = relational integrity;

SDM = shared decision-making; CA = caring.

Figure 7

Histogram of the Standardized Residual

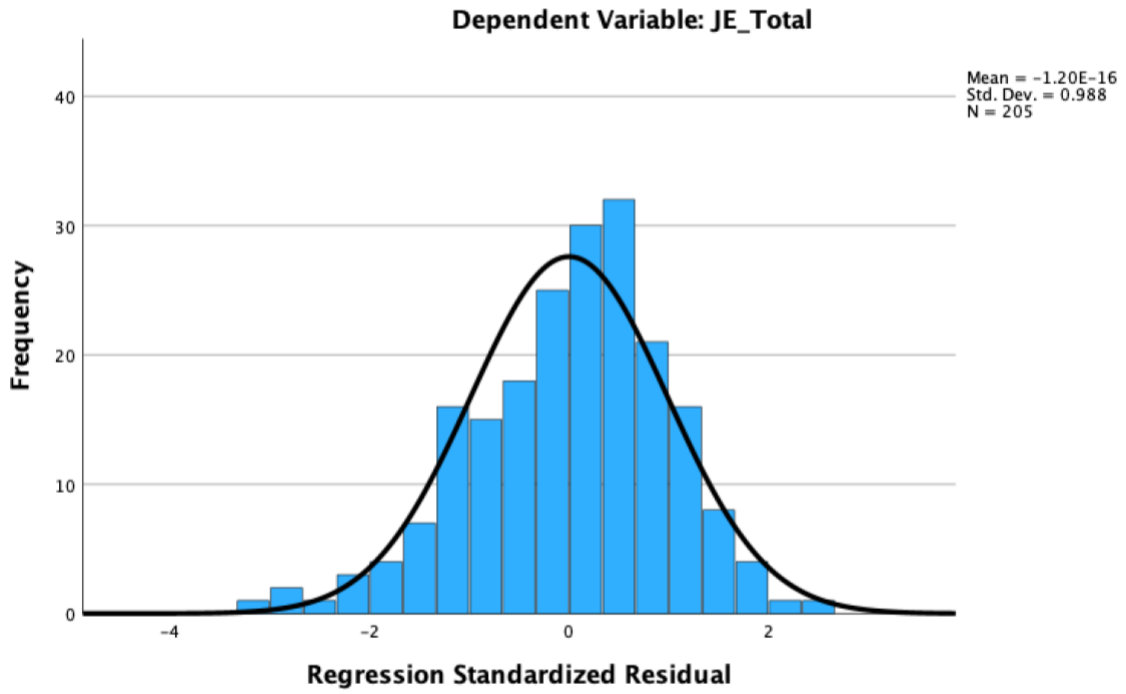


Figure 8

P-P Plot of Regression Standardized Residual

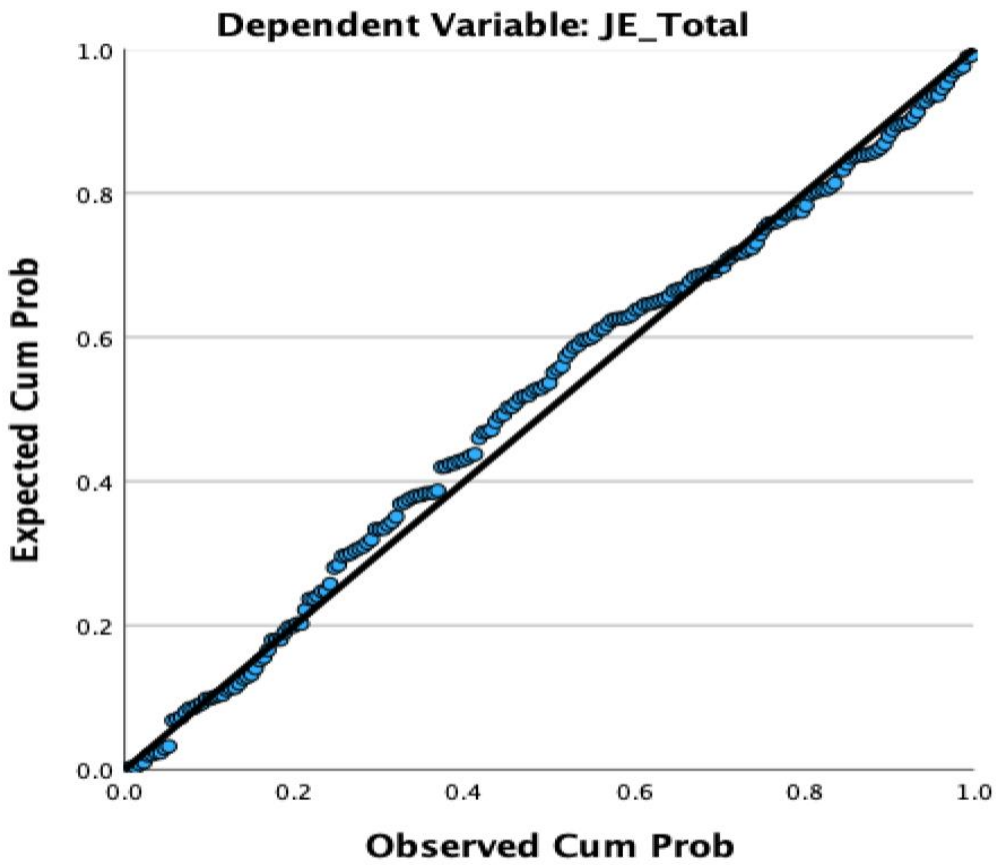
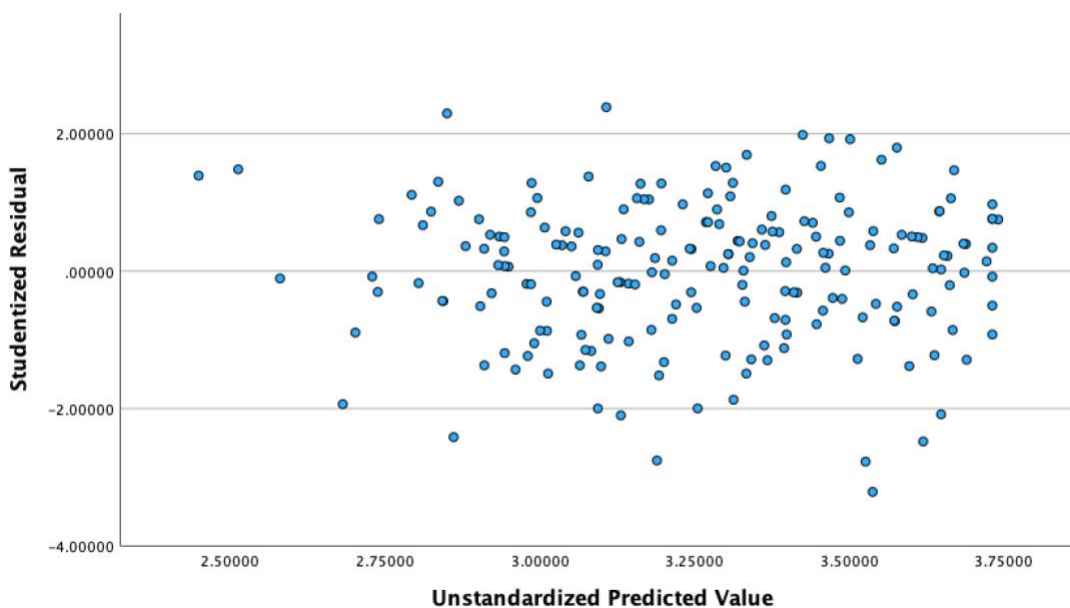


Figure 9

Scatterplot of Studentized Residual by Unstandardized Predicted Value



Regression 3: Analysis of Constructs of Authentic Leadership on Turnover Intention

Assumptions for Regression 3 were assessed using hierarchical multiple regression. Variables were entered into the regression in the following order: self-awareness (SA), internalized moral perspective/moral ethical courage (MEC), relational transparency/integrity (RI), balanced processing/shared decision-making (SDM), and caring (CA). Correlations between the constructs of authentic leadership and turnover intention are shown in Table 7. While all constructs of authentic leadership were highly correlated, collinearity statistics of tolerance and VIF were greater than 0.10, indicating sufficient independence of variables, depicted in Table 8.

Additionally, Table 8 shows a Durbin-Watson of 1.61, indicating the assumption of independent errors was met. Figure 10 is a histogram of the standardized residual, indicating a fairly normal distribution. The normal distribution was confirmed by the P-P

plot shown in Figure 11. The scatterplot in Figure 12 confirmed homoscedasticity of the sample.

Table 7

Summary of the Correlation Between the Constructs of Authentic Leadership and Turnover Intention

Measure	Turnover intention	SA	MEC	RI	SDM	CA
Turnover intention	1.000					
SA	.384*	1.000				
MEC	.429*	.788*	1.000			
RI	.442*	.766*	.837*	1.000		
SDM	.362*	.783*	.791*	.902*	1.000	
CA	.406*	.729*	.769*	.886*	.893*	1.000

Note. Note. SA = self-awareness; MEC = moral ethical courage; RI = relational integrity; SDM = shared decision-making; CA = caring.

* $p < .001$.

Table 8

Summary of Collinearity and Independence of Observations

Variable	Tolerance	VIF	Durbin Watson
SA	.311	3.22	1.61
MEC	.247	4.05	
RI	.128	7.83	
SDM	.133	7.50	
CA	.167	5.97	

Note. SA = self-awareness; MEC = moral ethical courage; RI = relational integrity; SDM = shared decision-making; CA = caring.

Figure 10

Histogram of the Standardized Residual

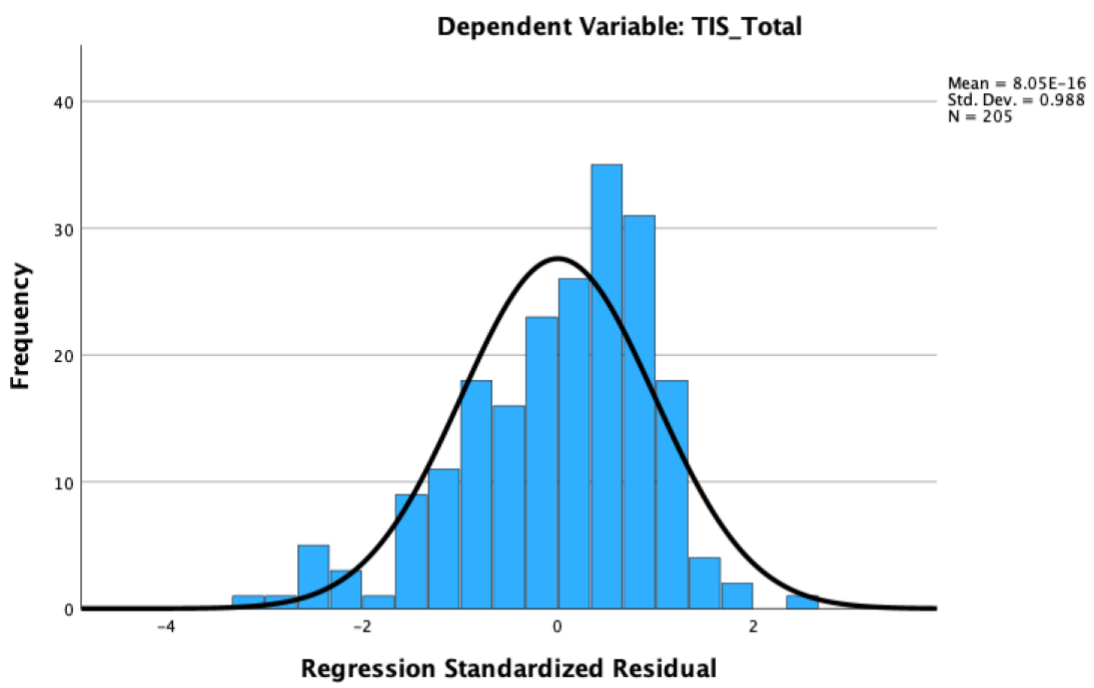


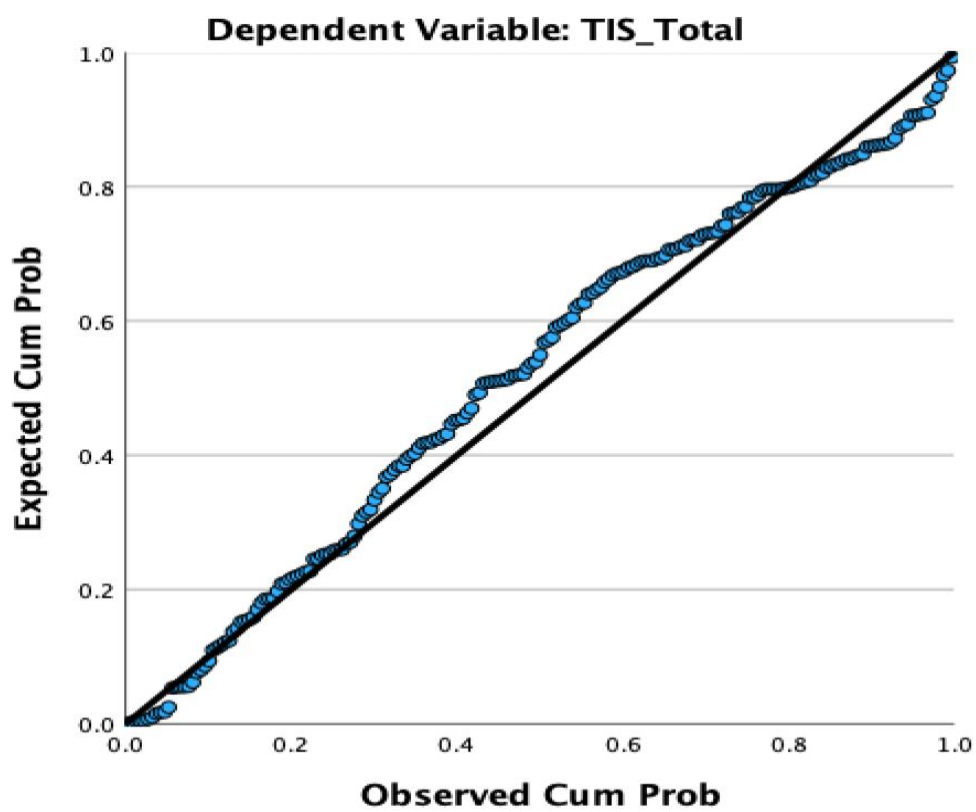
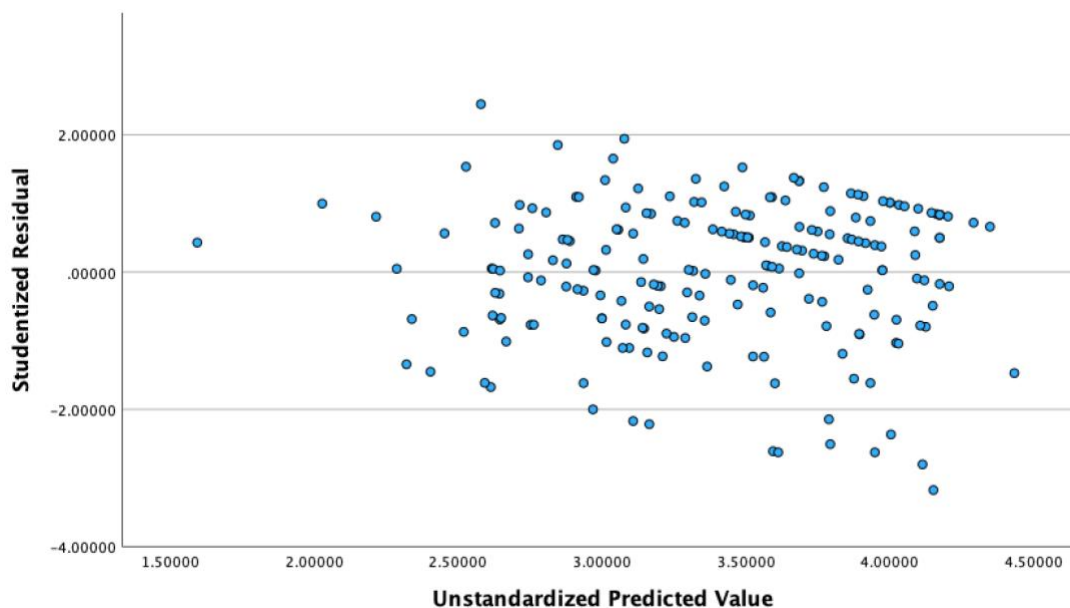
Figure 11*P-P Plot of Regression Standardized Residual*

Figure 12

Scatterplot of Studentized Residual by Unstandardized Predicted Value



Study Findings

Research Question 1

Research Question 1 was, Does authentic leadership mediate the relationship between job embeddedness and turnover intent in nursing professionals, such that greater perceptions of authentic nurse leader behaviors lead to greater job embeddedness? The hypotheses were:

H_01 : Authentic leadership will not mediate the relationship between job embeddedness and turnover intent in nursing professionals.

H_{a1} : Authentic leadership will mediate the relationship between job embeddedness and turnover intent in nursing professionals.

Using SPSS 29 and Hayes's (2009) PROCESS model, mediation analysis was conducted to understand the relationship between authentic leadership, job

embeddedness, and turnover intention in nursing professionals. Age, gender, education, years in nursing profession, and years in current position were added to the analysis to control for their significance. Table 9 shows the model summary. The first step was to assess the direct effect of job embeddedness on turnover intention in the presence of authentic leadership. The result was significant, $b = .60$ [.44, .76], $p < .001$. The next step was to regress the mediator, authentic leadership, onto the predictor job embeddedness. The result was significant, $b = .32$ [.20, .44], $p < .001$. Step three was to regress the outcome variable, turnover intention, onto authentic leadership. The result was significant $b = .43$ [.26, .61], $p < .001$.

The analysis revealed a significant indirect effect of the impact of authentic leadership in the relationship between job embeddedness and turnover intention ($b = .14$ [.07, .24], $p < .001$). Lastly, the total effect was significant, $b = .74$, [.58, .90], $p < .001$, with 37% of the variability being explained by the model. A visual of the model is shown in Figure 13.

Table 9

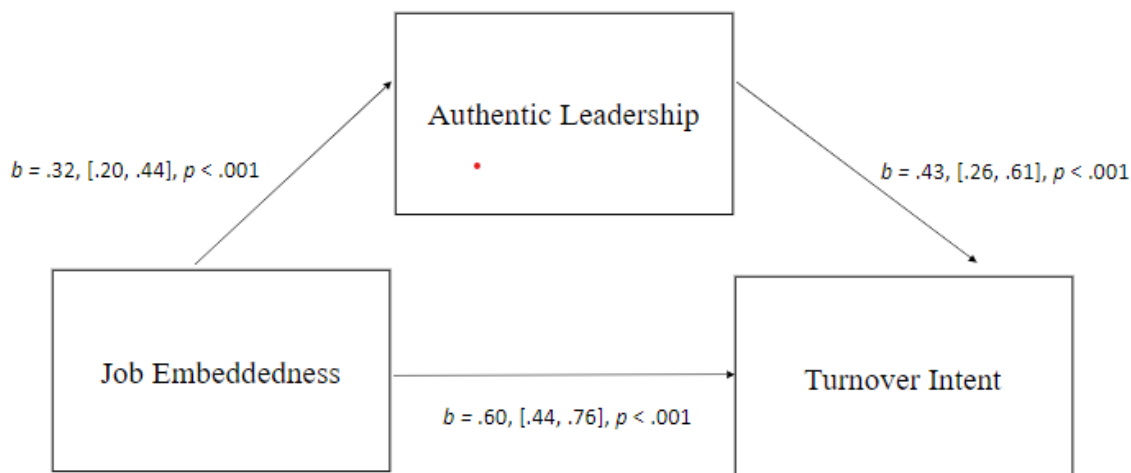
Analysis Depicting Relationship Between Job Embeddedness and Turnover Intention as Mediated by Authentic Leadership

Relationship	Total effect	Direct effect	Indirect effect	Confidence interval	
				Lower CI	Upper CI
Job embeddedness to authentic leadership (Path A)			.320*	.198	.443
Authentic leadership to turnover intention (Path B)			.431*	.258	.605
Job embeddedness to turnover intention		.599*		.438	.761
Job embeddedness to authentic leadership to turnover intention	.738*			.577	.898

* $p < .001$.

Figure 13

Relationship Between Job Embeddedness and Turnover Intention as Mediated by Authentic Leadership



Note. Total effect ($c = c' + a*b$) = .738, [.58, .90], $p < .001$.

Null hypothesis 1 was rejected, and the alternative hypothesis was accepted.

Research Question 2

Research Question 2 was, Do authentic leadership behaviors predict job embeddedness in nursing professionals? The hypotheses were:

H_{02} : Authentic leader behaviors do not predict increases in job embeddedness in nursing professionals.

H_{a2} : Authentic leader behaviors do predict increases in job embeddedness in nursing professionals.

Hierarchical multiple regression was used to assess the relationship between job embeddedness and the five constructs of authentic leadership: SA, MEC, RI, SDM, and CA. The full model of SA, MEC, RI, SDM, and CA was statistically significant, $R^2 =$

.113, $F(5, 199) = 5.076$, $p < .001$, adjusted $R^2 = .091$. All variables (SA, MEC, RI, SDM, CA) significantly contributed to the model by themselves. The majority of the variance ($R^2 = .095$) appeared in Model 1; furthermore, the variance did not change dependent upon which variable was run first in the regression analysis. Of note, SDM correlated to both job embeddedness and the other variables, however, its addition did not add additional variance to the model once other variables were controlled for. This occurs due to collinearity between predictor variables (Tomaschek et al., 2018). A summary of the results is shown in Table 10.

Table 10

Summary of Full Model of Job Embeddedness and Constructs of Authentic Leadership

Model	β	B	R^2	Adjusted R^2	F
1	.181	.159	.095	.090	21.269*
2	.124	.121	.106	.097	12.002*
3	.033	.034	.108	.094	8.095*
4	-.126	-.126	.108	.090	6.058*
5	.161	.174	.113	.091	5.076*

Note. Model 1 constant, self-awareness (SA); Model 2 constant, SA, moral ethical courage (MEC); Model 3 constant, SA, MEC, relational integrity (RI); Model 4 constant, SA, MEC, RI, shared decision-making (SDM); Model 5 constant, SA, MEC, RI, SDM, CA. Dependent variable: job embeddedness.

* $p < .001$.

Null hypothesis 2 was rejected, and the alternative hypothesis was accepted.

Research Question 3

Research Question 3 was, Do authentic leadership behaviors predict turnover intent in nursing professionals? The hypotheses were as follows:

H₀₃: Authentic leader behaviors do not predict decreases in turnover intent in nursing professionals.

H_{a3}: Authentic leader behaviors do predict decreases in turnover intent in nursing professionals.

Hierarchical multiple regression was used to assess the relationship between turnover intention and the five authentic leadership constructs: SA, MEC, RI, SDM, and CA. The full model of SA, MEC, RI, SDM, and CA was statistically significant, $R^2 = .227$, $F(5, 199) = 11.685$, $p < .001$, adjusted $R^2 = .207$. All variables (SA, MEC, RI, SDM, CA) significantly contributed to the model by themselves.

The majority of the variance ($R^2 = .149$) appeared in Model 1; as with the previous analysis, the variance did not change dependent upon which variable was run first in the regression analysis. Again, SDM showed high collinearity with the model. A summary of the results is presented in Table 11.

Table 11

Summary of Full Model of Turnover Intent and Constructs of Authentic Leadership

Model	β	B	R^2	Adjusted R^2	F
1	.169	.110	.148	.143	35.124*
2	.236	.172	.190	.181	23.617*
3	.502	.389	.208	.196	17.580*
4	-.500	-.373	.221	.206	14.195*
5	.226	.182	.227	.207	11.665*

Note. Model 1 constant, self-awareness (SA); Model 2 constant, SA, moral ethical courage (MEC); Model 3 constant, SA, MEC, relational integrity (RI); Model 4 constant, SA, MEC, RI, shared decision-making (SDM); Model 5 constant, SA, MEC, RI, SDM, CA. Dependent variable: turnover intention.

* $p < .001$.

Null hypothesis 3 was rejected, and the alternative hypothesis was accepted.

Summary

This quantitative survey study examined the relationships between authentic leadership, job embeddedness, and turnover intention, specifically whether authentic leadership mediated the relationship between job embeddedness and turnover intention in nursing professionals. In addition, this study sought to determine the specific authentic leadership behaviors that affect job embeddedness and those that affect turnover intention. This study used the ANLQ, the Global Job Embeddedness Scale, and the Turnover Intention Scale-6 to better understand the relationships between authentic leadership, job embeddedness, and turnover intention. A summary of the results is provided next.

Research Question 1 asked whether authentic leadership mediates the relationship between job embeddedness and turnover intent. Three regression analyses were used to evaluate the relationship. The first analysis tested the direct effects of job embeddedness on turnover intention, the second tested job embeddedness on authentic leadership, and the third tested job embeddedness and authentic leadership on turnover intention. The indirect effects of job embeddedness and authentic leadership were significant, $b = .14$ [.07, .24], $p < .001$. The total effect was $.74$ [.58, .90], $p < .001$, with 37% of the variability being explained by the model. The null hypothesis was rejected, and the alternative was accepted.

The second research question, tested with hierarchical regression analysis, asked whether authentic leadership behaviors predict job embeddedness in nursing professionals. Correlation analysis indicated that all five constructs (SA, MEC, RI, SDM, and CA) were positively related to job embeddedness. Hierarchical analysis showed that the full model was significant, indicating that authentic leadership behaviors do predict job embeddedness. The null hypothesis was rejected, and the alternative was accepted.

The third research question, tested with hierarchical regression analysis, asked whether authentic leadership behaviors predict turnover intent in nursing professionals. The full model was significant, indicating that authentic leadership behaviors do predict turnover intention. The null hypothesis was rejected, and the alternative was accepted.

Chapter 4 provided an overview of the results. Chapter 5 summarizes the results, conclusions, and recommendations of the study.

CHAPTER 5: DISCUSSION

Overview

Turnover rates in the nursing profession have increased exponentially, particularly since the COVID-19 pandemic (NSI Nursing Solutions, 2022). Job embeddedness is a framework of retention that describes why employees stay in their jobs. Authentic leadership is the reciprocal process of leadership and followership based on categories of self-awareness, relational transparency, internalized moral perspective, balanced processing (Ciftci, 2020), and caring (Giordano-Mulligan & Eckart, 2019).

This quantitative study aimed to examine the relationships between authentic leadership, job embeddedness, and turnover intention, specifically whether authentic leadership mediated the relationship between job embeddedness and turnover intention. Additionally, this study sought to explore the relationships between the five components of authentic leadership and their effects on job embeddedness and turnover intention. Multiple regression was used to examine these relationships. In addition to demographic questions, instruments used to gather data included the ANLQ (Giordano-Mulligan & Eckardt, 2019), Crossley et al.'s (2007) Global Measure of Job Embeddedness, and Cohen's (1999) Turnover Intention Scale-6. Two hundred and sixty-three total responses were received via SurveyMonkey. Of the 263, 205 were complete and used in the analysis.

The following chapter begins with a summary of the study's findings before discussing the findings and their significance. Limitations of the research are discussed, and recommendations for future research are made. The chapter ends with a summary of the key results and implications of the study.

Summary of Findings

This study first looked at whether authentic leadership mediates the relationship between job embeddedness and turnover intent. Baron and Kenny's (1986) steps for mediation analysis and Hayes's PROCESS model were used to assess the analysis results. Results indicated that authentic leadership partially mediated the relationship and explained the process by which job embeddedness and turnover intention are related. The total model was responsible for 37% of the variance in the relationship between job embeddedness and turnover intention. The first null hypothesis was rejected and the alternative accepted.

Next, the five components of authentic leadership (self-awareness, internalized moral perspective/moral ethical courage, relational transparency/integrity, balanced processing/shared decision-making, and caring) were investigated to see which, if any, significantly impacted job embeddedness. Hierarchical regression analysis indicated that the five behaviors as a whole impacted job embeddedness, explaining 11.3% of the variance. Although shared decision-making was significantly and positively correlated with job embeddedness, it did not cause an increase in variance when all other variables were held constant. This indicated high collinearity with at least one other variable.

Lastly, the five components of authentic leadership were investigated to determine which, if any, significantly impacted turnover intention. Hierarchical regression analysis indicated all five variables as statistically significant, although again, shared decision-making had a negative beta value, indicating high collinearity with another variable. Removing shared decision-making did not improve the model's fit to the data.

Discussion of Findings

Authentic leadership is a relational leadership style that results in deeper self-awareness, positive workplace behaviors, and greater development of employees (Luthans & Avolio, 2003; Walumbwa et al., 2008). Proposed as the root component of a healthy work environment in health care facilities, authentic leadership is integral in creating positive outcomes for both nurse employees and patients (Cummings et al., 2021; Raso et al., 2020). The purpose of this research was to investigate the link between authentic leadership, job embeddedness, and turnover intention.

Job Embeddedness

Research Question 1 supported recent research showing a significant negative relationship between job embeddedness and turnover intent such that as job embeddedness increases, turnover intention decreases (Halvorsen et al., 2021; Rahimnia et al., 2021). Job embeddedness encompasses the fit, links, and sacrifices that cause people to stay in their places of work and includes things such as similarity of goals and values and compatibility with the organization (Gibbs & Duke, 2021; Singh et al., 2021), the quality of the supervisor–employee relationship (Dechawatanapaisal, 2018; Halvorsen et al., 2021), and relationships with colleagues (Chan et al., 2019).

Research Question 2 supported evidence that four constructs of authentic leadership (self-awareness, internalized moral perspective/moral ethical courage, relational transparency/integrity, and caring) can cause a significant increase in job embeddedness. Although shared decision-making is significantly related to job embeddedness, it neither increased nor decreased the measure of variance. The four constructs of authentic leadership that caused an increase in job embeddedness were self-

awareness, moral ethical courage, relational integrality, and caring. Shared decision-making was significant and contributed to the model but did not increase or cause a change in the outcome.

Self-awareness is defined as how individuals perceive themselves and an understanding of how others perceive them (Ciftci, 2020). Self-awareness denotes how an understanding of one's own behaviors, strengths, purpose, values, and beliefs influence others (Ciftci, 2020; Crawford et al., 2020). Internalized moral perspective signifies the inherent beliefs and values that guide the authentic leader's behaviors (Ciftci, 2020); a strong moral perspective allows the leader to serve as a role model, influencing others (Hattke & Hattke, 2019). Relational integrality is defined by open and genuine thoughts, feelings and emotions from leader to employee (Avolio et al., 2004; Ciftci, 2020; Crawford et al., 2020), an open exchange of ideas (Gardner et al., 2021), and open and honest communication with their followers (Ciftci, 2020; Giordano-Mulligan & Eckardt, 2019). Caring encompasses compassion, empathy, awareness of needs, and selflessness from leader to the follower (Giordano-Mulligan & Eckardt, 2019).

Lastly, shared decision-making denotes the leader's willingness to listen to others and their opinions and consider the best course of action for the whole (Crawford, 2020; Giordano-Mulligan & Eckardt, 2019). While shared decision-making did not cause a significant increase in the variance of responses, it is significantly correlated with job embeddedness and significantly affected the regression model taken as a whole.

Turnover Intent

Research Question 3 addressed the relationship and predictive abilities of the five constructs of authentic leadership on turnover intention. All five constructs previously

described were significantly related to turnover intention. Hierarchical regression analysis indicated that all five constructs were significant and predicted turnover intention. Shared decision-making was again related to turnover intention and predicted an increase in variability of responses to turnover intention. However, its negative beta value again indicated high collinearity with another variable.

While all five constructs of authentic leadership were related to turnover intention, moral ethical courage ($r = .442$) and relational integrity ($r = .429$) carried the strongest relationships. As previously discussed, self-awareness indicates an awareness not only of one's own self but also of how one's values, purpose, and behaviors impact others' behaviors (Crawford et al., 2020), while relational integrity builds trust between leader and follower through open and honest communication, support, encouragement, and empathy (Ciftci, 2020; Crawford et al., 2020).

Theoretical Foundations of the Study

Conservation of Resources Theory

COR states that individuals are motivated to gain, maintain, and protect resources related to themselves and their survival, including those related to goals, growth, and development (Hobfoll, 1989; Hobfoll et al., 2018; Singh et al., 2018). Job embeddedness is considered as a type of abundance resource that can be accrued and invested for future use against workplace stress (Treuren & Fein, 2018). Social support is both a resource and antecedent of job embeddedness and encompasses perceived organizational, supervisor, and peer support (Singh et al., 2018). Authentic leaders support, empower, and care for their followers, inspiring trust and engendering relationships with them (Ciftci, 2020).

All five constructs of authentic leadership were significantly related to job embeddedness. Self-awareness and moral ethical courage had the strongest relationships ($r = .308$ each), followed closely by caring ($r = .300$). Self-awareness describes not only leaders' awareness of themselves but also of how others perceive them and how their behaviors impact those around them (Ciftci, 2020). Moral ethical courage is defined by the values and morals that guide the leader's behavior. Further, authentic leaders use their influence to help shape their followers' ethical frameworks (Crawford et al., 2020). Caring is defined as the compassion, empathy, selflessness, and awareness of needs from leader to follower (Giordano-Mulligan & Eckardt, 2019). This research adds to COR the importance of relationship in cultivating job embeddedness as a resource of abundance.

Social Exchange Theory

SET is based on cost-benefit analysis: behaviors that are rewarded will be repeated and reciprocated (Chernyak-Hai & Rabenu, 2018; Cooper-Thomas & Morrison, 2018). SET serves as the framework for leader–follower interactions (Blau, 1964), which in turn leads to greater trust and support as well as better working relationships (Rahimnia et al., 2018). Authentic leadership is described as a reciprocal process between leader and follower, guided by morals (Sidani & Rowe, 2018) and authenticity (Avolio et al., 2004). This behavior in turn inspires greater authenticity, trust, engagement, and performance by follower (Avolio et al., 2005; Gardner et al., 2019).

Biblical Foundations

Central to this study and to authentic leadership is the concept of personal integrity. Authentic leaders lead with integrity in honesty and transparency of self (Ciftci, 2020), from values and morals that guide them (Ciftci, 2020; Hughes, 2018) through

open and honest feelings (Crawford et al., 2020), for the benefit of others (Giordano-Mulligan & Eckardt, 2019), and with an awareness and care for another's needs (Giordano-Mulligan & Eckardt, 2019). Authentic leaders seek to empower and embolden their followers (Giordano-Mulligan & Eckardt, 2019). This is in direct compliance with biblical teachings that command us to encourage and strengthen each other (1 Thessalonians 5:11), to speak in love (1 Timothy 4:12b), and to act in humility, preferring others before us (Ephesians 4:2). The true authentic leader seeks to develop relationship with others, seeking to strengthen and encourage them.

We are given several examples of authentic leadership in scripture. King David provides an example of a leader who demonstrated self-awareness, moral ethical courage, relational integrality, balanced processing, and caring. The Book of Psalms, the majority of it authored by David, tells us of his heart. He wrote about his highs and lows, his failures, and his hopes. He acknowledged his emotions without shame and made wise decisions in spite of them. He publicly demonstrated both grief, as in the deaths of Saul and Jonathan (2 Samuel 2:11), and rejoicing with dancing and shouts (2 Samuel 6:14). He demonstrated a leader willing to listen to others, as when he saved Nabal's life on the request of Nabal's wife, Abigail (1 Samuel 25:32-34), and a leader who made decisions for the betterment of all (1 Samuel 30:23-24). Lastly, David raised up leaders (2 Samuel 23:18-39), whom he guided with integrity of heart (Psalm 78:72).

Another example of authentic leadership is seen in Daniel, who stood firm in his beliefs and held on to his core values, both as a young man and as a leader. As a child, he refused the king's food and drink so as not to defile himself (Daniel 1:8), and he refused to speak less than the truth, as when he spoke boldly to King Belshazzar (Daniel 5:22-

24). When told he could not pray to his God, Daniel chose to boldly pray with his windows open, even at the cost of certain death (Daniel 6). Daniel earned the trust of the people and the king through his consistency of belief and action and was set over the entire kingdom (Daniel 6:3).

Lastly, we are provided an example of one who learned authentic leadership through adversity and despair. As a child, Joseph demonstrated both lack of self-awareness and of relational integrality. Knowing he was his father's favorite, he bragged about his dreams to his brothers and eventually was sold into slavery by them (Genesis 37:18-36). Joseph developed as a leader in the midst of a hopeless situations, as when he was falsely accused of seduction (Genesis 37:8-10), when he was brought before Pharaoh to interpret his dream (Genesis 41:15), and when he had to face the brothers who had tried to destroy him as a child with mercy and grace (Genesis 45:1-15). Borek et al. (2005) stated that Joseph knew and understood that God used his despairing situations to mold him into the person and leader he was created to be. Joseph developed into a leader who displayed self-awareness of his shortcomings and need for the Lord, who made fair and wise decisions, and who retained his integrity and his faith in God (Genesis 39:23).

Daniel knew who he was and what he believed, and he did not waver. He was led by core values and an unshakeable faith. Joseph learned to listen to all sides, to make wise decisions even in hard times, and to offer grace. David served with a heart of integrity. He was not afraid to show emotion and was real with his followers in both the bad times and the good. Each man displayed unshakeable faith that guided him.

Implications

Authentic leadership is a relational style of leadership (Luthans & Avolio, 2003; Walumbwa et al., 2008). The present study's results indicate that it is this relationship that both increases job embeddedness and decreases turnover intent. While age, gender, personality, felt obligations (Halvorsen et al., 2021), freedom over work hours (Chan et al., 2019), organizational rewards, growth opportunities, procedural justice, and perceived organizational support (Nguyen et al., 2017) have been identified as antecedents to job embeddedness, the present study's findings propose the relationships between leaders and followers as additional antecedents to job embeddedness.

Identifying and strengthening other leaders is a tenet of authentic leadership (Ciftci, 2020). Headley (2021) stated that authentic leaders are not born, they are developed. Moreover, George et al. (2007) noted that authentic leaders are those who purposefully exert their influence, whether they have the title or not.

Authentic leaders practice leading well. They understand their own purpose and push others to find theirs; they challenge followers and encourage them to mature. Giordano-Mulligan and Eckardt (2019) stated that nurse leaders act with integrity, are guided by moral ethical courage, and hold tight to their values even under pressure to display leadership. Authentic leaders are those who are open to ideas, can communicate, and who make the best decisions under the circumstances. In order to grow, leaders must mindfully practice the arts of listening, encouraging, and connecting, while George et al. (2007) noted it is imperative they maintain a strong support team to stay balanced and effective.

Can authentic leadership be taught? George et al. (2007) noted that one cannot become an authentic leader by imitating another, only by discovering one's true self. Headley (2021) posited that it is through adversity and experience that authentic leaders emerge. Authentic leaders develop by viewing their experiences not as challenges but as frameworks for discovering their true selves and to find their purpose in leadership (George et al., 2007). While authentic leadership may be learned through experience, authentic leaders also model its tenets. When leaders portray self-awareness and act in that knowledge, when they speak with humility and intention, purposefully showing their followers that they care, they are modeling behaviors to be followed. When they stand firm in their difficult decisions, and make these decisions based on their core values, they are modeling authentic behavior. Perhaps the best authentic leaders do not come simply from emulating a person but from intentionally emulating the behaviors that make them who they are.

Authentic leadership can be effective in changing organizational culture and directing strategic initiatives. When employees feel safe to speak, when their opinions matter, when they can trust their leaders will do as they say, when they know their leaders have the best interests for all at heart, and when they understand that they are truly cared for, a culture of trust, engagement, and prosocial behaviors will develop. Authentic leaders are proactive in developing employees and meeting organizational objectives, both vital to healthy, thriving organizations. Having authentic leaders at the helm indicates that organizational plans and strategies will be carried out within moral and ethical guidelines and for the benefit of all.

In practice, trainings geared toward developing and increasing authentic leadership behaviors in clinical nurse leaders may increase job embeddedness and decrease turnover intention. Correlation analysis indicated that self-awareness, moral ethical courage, relational integrity, and caring are most strongly related to job embeddedness and that relational integrity, moral ethical courage, and caring had the strongest correlations with turnover intention. Trainings could be geared toward teaching the leadership specifics that can increase job embeddedness and decrease turnover intention. As noted in recommendations, authentic leadership may be an effective leadership model for other professions as well.

Limitations

Limitations to this study included the survey length (44 questions). Additionally, one question from the ANLQ regarding self-awareness was accidentally omitted from the original survey in the replication on SurveyMonkey. Construct validity refers to how well an instrument measures a particular construct, while reliability refers to consistency of results across responses (Hatcher, 2013). When questions are added to or omitted from an instrument, validity could be threatened. A large sample size can mitigate this (Andrade, 2020). This omission did not affect the instrument's overall reliability, however, which was measured for this research at $\alpha = .98$. A power analysis calculated with an effect size of 0.15, a $p < .05$ error, and .8 power was used to calculate a sample size of 103 as necessary for the study. It was determined that the sample size obtained (205) was sufficient to continue the analysis despite the omission.

Another limitation reflected external validity as this research only focused on nursing professionals and their perceptions of authentic leadership, job embeddedness,

and turnover intent. These findings may not generalize to other occupations or the general population.

Finally, although the questionnaire was anonymous, there is the possibility of response bias, or the respondent answering in a socially desirable way. In addition, the instrument length may have caused response fatigue, where the respondents became tired or bored of the survey task and the quality of their data began to deteriorate. Lastly, there was no control over who responded to the survey.

Recommendations for Future Research

The first recommendation is to study the impact of the five constructs of authentic leadership in settings other than nursing, particularly those facing high turnover intention such as public schools and higher education. In addition, research on how best to train authentic leadership behaviors is necessary. Trainings geared toward developing relational authentic leadership behaviors may increase job embeddedness and decrease turnover intention. Lastly, additional statistical analysis should be done on the authentic leadership construct of shared decision-making. While related to job embeddedness and turnover intention in the present study, it also showed high collinearity with one or more authentic leadership variables. It may benefit future research to combine this construct with a similar variable or to better define the questions related to the construct.

Summary

This study investigated the relationships between job embeddedness and turnover intent as mediated by authentic leadership. As hypothesized, authentic leadership served as a mediator, partly causing and strengthening the relationship between the two. Additionally, this study explored the five constructs of authentic leadership and their

impact on job embeddedness and turnover intent. Statistical analyses showed that all five constructs of the relational leadership style were significantly related to both job embeddedness and turnover intent, although shared decision-making did not cause a significant increase in prediction for either.

With turnover rates among nursing professionals at an all-time high of 27.1% and with a 5-year turnover rate of over 100% (NSI Nursing Solutions, 2022), it is imperative to discover ways to increase job embeddedness, decrease turnover intent, and train current and future leaders on approaches for doing so. Authentic leadership is based on relationships and may serve as an antecedent to job embeddedness, thus affecting turnover intent and actual turnover.

REFERENCES

- Afsar, B., Shahjehan, A., & Shah, S. I. (2018). Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1436–1452. <https://doi.org/10.1108/IJCHM-11-2016-0633>
- Aggarwal, A., Chand, P. K., Jhamb, D., & Mittal, A. (2020). Leader–member exchange, work engagement, and psychological withdrawal behavior: The mediating role of psychological empowerment. *Frontiers in Psychology*, 11, Article 423. <https://doi.org/10.3389/fpsyg.2020.00423>
- Alexander, C., & Lopez, R. P. (2018). A thematic analysis of self-described authentic leadership behaviors among experienced nurse executives. *The Journal of Nursing Administration*, 48(1), 38–43. <https://doi.org/10.1097/NNA.0000000000000568>
- Alilyyani, B., Wong, C. A., & Cummings, G. (2018). Antecedents, mediators, and outcomes of authentic leadership in healthcare: A systematic review. *International Journal of Nursing Studies*, 83, 34–64. <https://doi.org/10.1016/j.ijnurstu.2018.04.001>
- American Association of Critical-Care Nurses. (2016). *AACN standards for establishing and sustaining healthy work environments: A journey to excellence* (2nd ed.). <https://www.aacn.org/WD/HWE/Docs/HWEStandards.pdf>
- Ampofo, E. T., Coetzer, A., & Poisat, P. (2017). Relationships between job embeddedness and employees' life satisfaction. *Employee Relations*, 39(7), 951–966. <https://doi.org/10.1108/ER-10-2016-0199>

- Andrade, C. (2020). Sample size and its importance in research. *Indian Journal of Psychological Medicine*, 42(1), 102–103.
https://doi.org/10.4103/IJPSYM.IJPSYM_504_19
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–333.
<https://doi.org/10.1016/j.leaqua.2005.03.001>
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15(6), 801–823.
<https://doi.org/10.1016/j.leaqua.2004.09.003>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
<https://doi.org/10.1037/0022-3514.51.6.1173>
- Blau, P. M. (1964). *Exchange and power in social life* (2nd ed.). Transaction Publishers.
<https://doi.org/10.4324/9780203792643>
- Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), 180–189. <https://doi.org/10.1016/j.outlook.2017.10.004>
- Boomsma, A., & Hoogland, J. J. (2001). The robustness of LISREL modeling revisited. In R. Cudeck, S. du Toit & D. Sorbom (Eds.), *Structural equation models: Present and future: A festschrift in honor of Karl Joreskog* (pp. 139–168). Scientific Software International.

- Borek, J. Lovett, D., & Towns, E. L. (2005). *The good book on leadership: Case studies from the Bible*. Broadman & Holman Publishers.
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the Turnover Intention Scale. *SA Journal of Human Resource Management, 11*(1), Article a507.
<https://doi.org/10.4102/sajhrm.v11i1.507>
- Braun, S., & Peus, C. (2016). Crossover of work-life balance perceptions: Does authentic leadership matter? *Journal of Business Ethics, 149*(4), 875–893.
<https://doi.org/10.1007/s10551-016-3078-x>
- Burton, A., Burgess, C., Dean, S., Koutsopoulou, G. Z., & Hugh-Jones, S. (2017). How effective are mindfulness-based interventions for reducing stress among healthcare professionals? A systematic review and meta-analysis. *Stress and Health, 33*(1), 3–13. <https://doi.org/10.1002/smi.2673>
- Catton, H. (2020). Global challenges in health and health care for nurses and midwives everywhere. *International Nursing Review, 67*(1), 4–6.
<https://doi.org/10.1111/inr.12578>
- Chan, W. L., Ho, J. A., Sambasivan, M., & Ng, S. I. (2019). Antecedents and outcome of job embeddedness: Evidence from four and five-star hotels. *International Journal of Hospitality Management, 83*, 37–45. <https://doi.org/10.1016/j.ijhm.2019.04.011>
- Chen, H., Li, G., Li, M., Lyu, L., & Zhang, T. (2018). A cross-sectional study on nurse turnover intention and influencing factors in Jiangsu Province, China. *International Journal of Nursing Sciences, 5*(4), 396–402.
<https://doi.org/10.1016/j.ijnss.2018.09.012>

- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: Is social exchange theory still relevant? *Industrial and Organizational Psychology, 11*(3), 456–481. <https://doi.org/10.1017/iop.2018.5>
- Church, C. D., He, Z., & Yarbrough, S. (2018). Factors influencing organizational commitment and turnover in nurse residents. *The Journal of Continuing Education in Nursing, 49*(10), 482–488. <https://doi.org/10.3928/00220124-20180918-09>
- Ciftci, E. G. (2020). Authentic leadership. In O. Demirtas & M. Karaca (Eds.), *A handbook of leadership styles* (pp. 211–230). Cambridge Scholars.
- Cocchiara, R. A., Peruzzo, M., Mannocci, A., Ottolenghi, L., Villari, P., Polimeni, A., Guerra, F., & La Torre, G. (2019). The use of yoga to manage stress and burnout in healthcare workers: A systematic review. *Journal of Clinical Medicine, 8*(3), Article 284. <https://doi.org/10.3390/jcm8030284>
- Coetzer, A., Inma, C., & Poisat, P. (2017). The job embeddedness-turnover relationship: Effects of organisation size and work group cohesion. *Personnel Review, 46*(6), 1070–1088. <https://doi.org/10.1108/PR-12-2015-0312>
- Cohen, A. (1999). The relation between commitment forms and work outcomes in Jewish and Arab culture. *Journal of Vocational Behavior, 54*(3), 371–391. <https://doi.org/10.1006/jvbe.1998.1669>
- Cooper-Thomas, H. D., & Morrison, R. L. (2018). Give and take: Needed updates to social exchange theory. *Industrial and Organizational Psychology, 11*(3), 493–498. <https://doi.org/10.1017/iop.2018.101>

- Crawford, J. A., Dawkins, S., Martin, A., & Lewis, G. (2020). Putting the leader back into authentic leadership: Reconceptualising and rethinking leaders. *Australian Journal of Management*, 45(1), 114–133.
<https://doi.org/10.1177/0312896219836460>
- Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, 92(4), 1031–1042.
<https://doi.org/10.1037/0021-9010.92.4.1031>
- Cummings, G. G., Lee, S., Tate, K., Penconek, T., Micaroni, S. P., Paananen, T., & Chatterjee, G. E. (2021). The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. *International Journal of Nursing Studies*, 115, Article 103842.
<https://doi.org/10.1016/j.ijnurstu.2020.103842>
- De Simone, S., Planta, A., & Cicotto, G. (2018). The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. *Applied Nursing Research*, 39, 130–140.
<https://doi.org/10.1016/j.apnr.2017.11.004>
- Dechawatanapaisal, D. (2018). Nurses' turnover intention: The impact of leader–member exchange, organizational identification and job embeddedness. *Journal of Advanced Nursing*, 74(6), 1380–1391. <https://doi.org/10.1111/jan.13552>
- Ernst, A. F., & Albers, C. J. (2017). Regression assumptions in clinical psychology research practice—A systematic review of common misconceptions. *PeerJ*, 5, Article e3323. <https://doi.org/10.7717/peerj.3323>

- Fairchild, A. J., & McDaniel, H. L. (2017). Best (but oft-forgotten) practices: Mediation analysis. *American Journal of Clinical Nutrition*, *105*(6), 1259–1271.
<https://doi.org/10.3945/ajcn.117.152546>
- Fasbender, U., Van der Heijden, B. I. J. M., & Grimshaw, S. (2019). Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness. *Journal of Advanced Nursing*, *75*(2), 327–337.
<https://doi.org/10.1111/jan.13842>
- Faul, F., Erdfelder, E., Lang, A.-G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, *39*(2), 175–191.
<https://doi.org/10.3758/BF03193146>
- Flavian, C., Guinaliu, M., & Jordan, P. (2019). Antecedents and consequences of trust on a virtual team leader. *European Journal of Management and Business Economics*, *28*(1), 2–24. <https://doi.org/10.1108/EJMBE-11-2017-0043>
- Fowler, M. D. M. (2015). *Guide to the code of ethics for nurses with interpretive statements: Development, interpretation and application* (2nd ed.). American Nurses Association.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., Walumbwa, F. (2005). “Can you see the real me?” A self-based model of authentic leader and follower development. *Leadership Quarterly*, *16*(3), 343–372.
<https://doi.org/10.1016/j.leaqua.2005.03.003>

- Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, 32(6), Article 101495. <https://doi.org/10.1016/j.leaqua.2021.101495>
- George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. *Harvard Business Review*, 85(2), 129–157.
- Ghazali, H., Nashuki, N. M., & Othman, M. (2018). The influence of perceived organizational support (POS), perceived supervisory support (PSS) and organizational commitment (OC) towards intention to leave or intention to stay: A case of casual dining restaurants in Klang Valley, Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 1884–1902. <https://doi.org/10.6007/IJARBSS/v8-i9/4869>
- Gibbs, Z., & Duke, G. (2021). Job embeddedness: The differences between registered nurses and healthcare assistants. *Western Journal of Nursing Research*, 43(6), 530–541. <https://doi.org/10.1177/0193945920963801>
- Giordano-Mulligan, M., & Eckardt, S. (2019). Authentic nurse leadership conceptual framework: Nurses' perception of authentic nurse leader attributes. *Nursing Administration Quarterly*, 43(2), 164–174. <https://doi.org/10.1097/NAQ.0000000000000344>
- Gojny-Zbierowska, M. (2019). Relationship between leaders' and followers' psychological capital and the mediating role of POS and authentic leadership. *Journal of Positive Management*, 9(2), 89–104. <https://doi.org/10.12775/JPM.2018.144>

- Goliroshan, S., Nobahar, M., Raeisdana, N., Ebadinejad, Z., & Aziznejadroshan, P. (2021). The protective role of professional self-concept and job embeddedness on nurses' burnout: Structural equation modeling. *BMC Nursing*, 20, Article 203. <https://doi.org/10.1186/s12912-021-00727-8>
- Grahek, M. S., Thompson, A. D., & Toliver, A. (2010). The character to lead: A closer look at character in leadership. *Consulting Psychology Journal: Practice and Research*, 62(4), 270–290. <https://doi.org/10.1037/a0022385>
- Hall, V. P., White, K. M., & Morrison, J. (2022). The influence of leadership style and nurse empowerment on burnout. *Nursing Clinics of North America*, 57(1), 131–141. <https://doi.org/10.1016/j.cnur.2021.11.009>
- Halvorsen, B., Radford, K., Chapman, G., & Nikolic, B. (2021). Job embeddedness. In V. I. Sessa & N. A. Bowling, (Eds.), *Essentials of job attitudes and other workplace psychological constructs* (pp. 99–128). Routledge. <https://doi.org/10.4324/9780429325755>
- Hatcher, L. (2013). *Advanced statistics in research: Reading, understanding, and writing up data analysis results*. Shadow Finch Media.
- Hattke, F., & Hattke, J. (2019). Lead by example? The dissemination of ethical values through authentic leader inspiration *International Journal of Public Leadership*, 15(4), 224–237. <https://doi.org/10.1108/IJPL-06-2019-0034>
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408–420. <https://doi.org/10.1080/03637750903310360>

- Headley, J. (2021). The authentic leadership of Daniel, Joseph, and David. In B. E. Winston (Ed.), *Transparent and authentic leadership* (pp. 71–87). Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-61996-1_5
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, *50*(3), 337–370. <https://doi.org/10.1111/1464-0597.00062>
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*, 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, *102*(3), 530–545. <https://doi.org/10.1037/ap10000103>
- Hughes, V. (2018). Authentic leadership: Practices to promote integrity. *Journal of Christian Nursing*, *35*(2), E28–E31. <https://doi.org/10.1097/CNJ.0000000000000491>
- Huyghebaert, T., Gillet, N., Audusseau, O., & Fouquereau, E. (2019). Perceived career opportunities, commitment to the supervisor, social isolation: Their effects on nurses' well-being and turnover. *Journal of Nursing Management*, *27*(1), 207–214. <https://doi.org/10.1111/jonm.12666>

- Iszatt-White, M., & Kempster, S. (2019). Authentic leadership: Getting back to the roots of the 'root construct'? *International Journal of Management Reviews*, 21(3), 356–369. <https://doi.org/10.1111/ijmr.12193>
- Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *The Journal of Applied Psychology*, 97(5), 1077–1096. <https://doi.org/10.1037/a0028610>
- Johnson, D. R., & Creech, J. C. (1983). Ordinal measures in multiple indicator models: A simulation study of categorization error. *American Sociological Review*, 48(3), 398–407. <https://doi.org/10.2307/2095231>
- Kagwe, J., Jones, S., & Johnson, S. L. (2019). Factors related to intention to leave and job satisfaction among registered nurses at a large psychiatric hospital. *Issues in Mental Health Nursing*, 40(9), 754–759. <https://doi.org/10.1080/01612840.2019.1611977>
- Karatepe, O. M., & Avci, T. (2019). Nurses' perceptions of job embeddedness in public hospitals. *SAGE Open*, 9(1). <https://doi.org/10.1177/2158244019828848>
- Kida, R., Togari, T., Yumoto, Y., & Ogata, Y. (2021). The association between workplace social capital and authentic leadership, structural empowerment and forms of communication as antecedent factors in hospital nurses: A cross-sectional multilevel approach. *Journal of Nursing Management*, 29(3), 508–517. <https://doi.org/10.1111/jonm.13174>
- King, A. T., Sherrod, B., Orto, V., Crenshaw, L., Miles, J. M., Maske-Neptune, J., Cobden, K., & Allen, D. H. (2022). The effect of a nurse manager's authentic

- leadership intervention on nurses' well-being: A single unit QI project. *Nursing Forum*, 57(4), 694–702. <https://doi.org/10.1111/nuf.12709>
- Kleynhans, D., Heyns, M., & Stander, M. W. (2021). Authentic leadership and follower trust in the leader: The effect of precariousness. *SA Journal of Industrial Psychology*, 47, Article a1904. <https://doi.org/10.4102/sajip.v47i0.1904>
- Kost, R. G., & da Rosa, J. C. (2018). Impact of survey length and compensation on validity, reliability, and sample characteristics for ultrashort-, short-, and long-research participant perception surveys. *Journal of Clinical and Translational Science*, 2(1), 31–37. <https://doi.org/10.1017/cts.2018.18>
- Labrague, L. J., Al Sabei, S. D., AbuAlRub, R. F., Burney, I. A., & Al Rawajfah, O. (2021). Authentic leadership, nurse-assessed adverse patient events and quality of care: The mediating role of nurses' safety actions. *Journal of Nursing Management*, 29(7), 2152–2162. <https://doi.org/10.1111/jonm.13356>
- Laguna, M., Walachowska, K., Gorgievski-Duijvesteijn, M. J., & Moriano, J. A. (2019). Authentic leadership and employees' innovative behaviour: A multilevel investigation in three countries. *International Journal of Environmental Research and Public Health*, 16(21), Article 4201. <https://doi.org/10.3390/ijerph16214201>
- Larsson, M., Clifton, J., & Schnurr, S. (2021). The fallacy of discrete authentic leader behaviors: Locating authentic leadership in interaction. *Leadership*, 17(4), 421–440. <https://doi.org/10.1177/17427150211015845>
- Lee, H., Chiang, H., & Kuo, H. (2019). Relationship between authentic leadership and nurses' intent to leave: The mediating role of work environment and burnout.

Journal of Nursing Management, 27(1), 52–65.

<https://doi.org/10.1111/jonm.12648>

Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711–722. <https://doi.org/10.5465/20159613>

Liu, Y., Fuller, J. B., Hester, K., & Bennett, R. J. (2017). Linking authentic leadership to subordinate behaviors. *Leadership & Organization Development Journal*, 39(1), 218–233. <https://doi.org/10.1108/LODJ-12-2016-0327>

Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational leadership* (pp. 241–261). Barrett-Koehler.

MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate Behavioral Research*, 39(1), 99–128.

https://doi.org/10.1207/s15327906mbr3901_4

Maziero, V. G., Bernardes, A., Righetti, E. A. V., Spiri, W. C., & Gabriel, C. S. (2020). Positive aspects of authentic leadership in nursing work: Integrative review. *Revista Brasileira De Enfermagem*, 73(6). <https://doi.org/10.1590/0034-7167-2019-0118>

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121. <https://doi.org/10.2307/3069391>

- Mobley, W. H., Griffeth, R. H., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493–522. <https://doi.org/10.1037/0033-2909.86.3.493>
- New International Version Bible*. (2011). The NIV Bible. <https://www.thnivbible.com>
(Original work published 1978)
- Ng, T. W. H., & Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources network. *Journal of Organizational Behavior*, 33(2), 216–234. <https://doi.org/10.1002/job.754>
- Ngo-Henha, P. E. (2018). A review of existing turnover intention theories. *International Journal of Business, Human and Social Sciences*, 10(11).
<https://doi.org/10.5281/zenodo.1316263>
- Nguyen, V. Q., Taylor, G. S., & Bergiel, E. (2017). Organizational antecedents of job embeddedness. *Management Research Review*, 40(11), 1216–1235.
<https://doi.org/10.1108/MRR-11-2016-0255>
- Norman, G. (2010). Likert scales, levels of measurement and the “laws” of statistics. *Advances in Health Sciences Education*, 15(5), 625–632.
<https://doi.org/10.1007/s10459-010-9222-y>
- NSI Nursing Solutions. (2022). *2022 NSI National health care retention & RN staffing report*.
https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf
- Ponto, J. (2015). Understanding and evaluating survey research. *Journal of Advanced Practical Oncology*, 6(2), 168–171. <https://doi.org/10.6004/jadpro.2015.6.2.9>

- Porter, C. M., Posthuma, R. A., Maertz, C. P., Joplin, J. R. W., Rigby, J., Gordon, M., & Graves, K. (2019). On-the-job and off-the-job embeddedness differentially influence relationships between informal job search and turnover. *Journal of Applied Psychology, 104*(5), 678–689. <https://doi.org/10.1037/apl0000375>
- Rahimnia, F., Nosrati, S., & Eslami, G. (2021). Antecedents and outcomes of job embeddedness among nurses. *The Journal of Social Psychology, 162*(4), 455–470. <https://doi.org/10.1080/00224545.2021.1920360>
- Raso, R. (2019). Be you! Authentic leadership. *Nursing Management, 50*(5), 18–25. <https://doi.org/10.1097/01.NUMA.0000557619.96942.50>
- Raso, R., Fitzpatrick, J. J., & Masick, K. (2020). Clinical nurses' perceptions of authentic nurse leadership and healthy work environment. *The Journal of Nursing Administration, 50*(9), 489–494. <https://doi.org/10.1097/NNA.0000000000000921>
- Raso, R., Fitzpatrick, J. J., & Masick, K. (2021). Perceptions of US nurses and nurse leaders on authentic nurse leadership, healthy work environment, intent to leave and nurse well-being during a second pandemic year: A cross sectional study. *Journal of Nursing Management, 30*(7), 2699–2706. <https://doi.org/10.1111/jonm.13712>
- Reitz, O. E., Anderson, M. A., & Hill, P. D. (2010). Job embeddedness and nurse retention. *Nursing Administration Quarterly, 34*(3), 190–200. <https://doi.org/10.1097/NAQ.0b013e3181e702b7>

- Reitz, O. E., & Smith, E. V. (2019). Psychometric assessment of the job embeddedness instrument: A Rasch perspective. *Western Journal of Nursing Research*, 41(2), 258–278. <https://doi.org/10.1177/0193945918778593>
- Richards, D. A., & Schat, A. C. H. (2011). Attachment at (not to) work: Applying attachment theory to explain individual behavior in organizations. *Journal of Applied Psychology*, 96(1), 169–182. <https://doi.org/10.1037/a0020372>
- Shirey, M. R., White-Williams, C., & Hites, L. (2019). Integration of authentic leadership lens for building high performing interprofessional collaborative practice teams. *Nursing Administration Quarterly*, 43(2), 101–112. <https://doi.org/10.1097/NAQ.0000000000000339>
- Sidani, Y. M., & Rowe, W. G. (2018). A reconceptualization of authentic leadership: Leader legitimation via follower-centered assessment of the moral dimension. *The Leadership Quarterly*, 29(6), 623–636. <https://doi.org/10.1016/j.leaqua.2018.04.005>
- Singh, B., Shaffer, M. A., & Selvarajan, T. T. (2018). Antecedents of organizational and community embeddedness: The roles of support, psychological safety, and need to belong. *Journal of Organizational Behavior*, 39(3), 339–354. <https://doi.org/10.1002/job.2223>
- Singh, B., Shaffer, M., & Selvarajan, T. T. R. (2021). Outcomes of organizational and community embeddedness: A conservation of resources perspective. *Group & Organization Management*, 46(5), 857–892. <https://doi.org/10.1177/1059601120963560>

- Smiley, R. A., Ruttinger, C., Oliveira, C. M., Hudson, L. R., Allgeyer, R., Reneau, K. A., Silvestre, J. H., & Alexander, M. (2021). The 2020 National Nursing Workforce Survey. *Journal of Nursing Regulation, 12*(1, Suppl.), S1–S96.
[https://doi.org/10.1016/S2155-8256\(21\)00027-2](https://doi.org/10.1016/S2155-8256(21)00027-2)
- Sullivan, G., & Artino, A. R., Jr. (2013). Analyzing and interpreting data from Likert-type scales. *Journal of Graduate Medical Education, 5*(4), 541–542.
<https://doi.org/10.4300/JGME-5-4-18>
- Thomas, A. O., Bakas, T., Miller, E., Johnson, K., & Cooley, H. L. T. (2022). Burnout and turnover among NICU nurses. *MCN, the American Journal of Maternal Child Nursing, 47*(1), 33–39. <https://doi.org/10.1097/NMC.0000000000000780>
- Tian, H., Iqbal, S., Akhtar, S., Ali Qalati, S., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: Mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology, 11*, Article 314.
<https://doi.org/10.3389/fpsyg.2020.00314>
- Tomaschek, F., Hendrix, P., Baayen, R. H. (2018). Strategies for addressing collinearity in multivariate linguistic data. *Journal of Phonetics, 71*, 249–267.
<https://doi.org/10.1016/j.wocn.2018.09.004>
- Treuren, G. J. M. (2019). Employee embeddedness as a moderator of the relationship between work and family conflict and leaving intention. *International Journal of Human Resource Management, 30*(17), 2504–2524.
<https://doi.org/10.1080/09585192.2017.1326394>

- Treuren, G. J. M., & Fein, E. C. (2021). Off-the-job embeddedness as a moderator of the relationship between work and life conflict and turnover intention. *International Journal of Human Resource Management*, 32(6), 1251–1272.
<https://doi.org/10.1080/09585192.2018.1510847>
- Vahedian-Azimi, A., Hajiesmaeili, M., Kangasniemi, M., Fornes-Vives, J., Hunsucker, R. L., Rahimibashar, F., Pourhoseingholi, M. A., Farrokhvar, L., & Miller, A. C. (2019). Effects of stress on critical care nurses: A national cross-sectional study. *Journal of Intensive Care Medicine*, 34(4), 311–322.
<https://doi.org/10.1177/0885066617696853>
- Vardaman, J. M., Rogers, B. L., & Marler, L. E. (2020). Retaining nurses in a changing health care environment: The role of job embeddedness and self-efficacy. *Health Care Management Review*, 45(1), 52–59.
<https://doi.org/10.1097/HMR.0000000000000202>
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126.
<https://doi.org/10.1177/0149206307308913>
- Warden, D. H., Hughes, R. G., Probst, J. C., Warden, D. N., & Adams, S. A. (2021). Current turnover intention among nurse managers, directors, and executives. *Nursing Outlook*, 69(5), 875–885.
<https://doi.org/10.1016/j.outlook.2021.04.006>

- Williams, J., & MacKinnon, D. P. (2008). Resampling and distribution of the product methods for testing indirect effects in complex models. *Structural Equation Modeling, 15*(1), 23–51. <https://doi.org/10.1080/10705510701758166>
- Wong, C., & Cummings, G. (2009). Authentic leadership: A new theory for nursing or back to basics? *Journal of Health Organization and Management, 23*(5), 522–538. <https://doi.org/10.1108/14777260910984014>
- Yamaguchi, Y., Inoue, T., Harada, H., & Oike, M. (2016). Job control, work–family balance and nurses’ intention to leave their profession and organization: A comparative cross-sectional survey. *International Journal of Nursing Studies, 64*, 52–62. <https://doi.org/10.1016/j.ijnurstu.2016.09.003>
- Yao, X., Lee, T. W., Mitchell, T. R., Burton, J. P., & Sablinski, C. S. (2004). Job embeddedness: Current research and future directions. In R. Griffeth & P. Hom (Eds.), *Understanding employee retention and turnover* (pp. 153–187). Information Age.
- Zhang, L., Fan, C., Deng, Y., Lam, C. F., Hu, E., & Wang, L. (2019). Exploring the interpersonal determinants of job embeddedness and voluntary turnover: A conservation of resources perspective. *Human Resource Management Journal, 29*(3), 413–432. <https://doi.org/10.1111/1748-8583.12235>
- Zumbo, B. D., & Zimmerman, D. W. (1993). Is the selection of statistical methods governed by level of measurement? *Canadian Psychology, 34*(4), 390–400. <https://doi.org/10.1037/h0078865>

APPENDIX A: DEMOGRAPHIC QUESTIONNAIRE

Directions: Please read the following questions and check the box most appropriate.

1. What is your age:
 - a. 18-22
 - b. 23-29
 - c. 30-39
 - d. 40-49
 - e. 50-59
 - f. 60-69
 - g. 70 or older
2. What is your gender:
 - a. Male
 - b. Female
 - c. Prefer not to answer
3. What is your highest degree held:
 - a. Registered Nurse (RN)
 - b. Bachelors of Science in Nursing (BSN)
 - c. Masters of Science in Nursing (MSN)
 - d. Doctorate of Nurse Practice (DNP)
4. How long have you practiced as a nurse:
 - a. 2-5 years
 - b. 6-9 years
 - c. 10-14 years
 - d. 15-19 years
 - e. 20 years or more
5. How long have you served in your current position:
 - a. 2-5 years
 - b. 6-9 years
 - c. 10-14 years
 - d. 15-19 years
 - e. 20 years or more

APPENDIX B: PERMISSION LETTER TO USE AUTHENTIC NURSE LEADERSHIP
QUESTIONNAIRE



November 9, 2022

Ms. Abigail Jamison
Liberty University

RE: Permission for ANLQ

Dear Ms. Abigail Jamison,

In response to your request for permission to utilize the ANLQ for your doctoral study, I am honoring your request for permission to utilize the ANLQ to investigate authentic leadership and its effects on the relationship between job embeddedness and turnover intention in healthcare professionals to investigate this relationship, specifically which nurse leader behaviors impact/increase floor nurses' job embeddedness.

As per the agreement we discussed regarding terms of use, I am requesting that you comply with the following condition:

1. For any future journal publications of your study results you will ensure that the ANLQ and its specific item content does not appear in the publication for others to view and or utilize without permission.
2. Upon completion of the data analysis that the results are shared to further validated the instruments validity.

It was a pleasure meeting with you to discuss you proposed study. I wish you much success in your pursuit of you study and graduate degree.

Sincerely,

A solid blue rectangular box redacting the signature of Marie Giordano-Mulligan.

Marie Giordano-Mulligan PhD RN CNOR NEA-BC

APPENDIX C: AUTHENTIC NURSE LEADERSHIP QUESTIONNAIRE (2019)

Authentic Nurse Leader Questionnaire Staff Leader Evaluation – 29 Items

The response to the following questions should be answered in reference to your nursing leader to whom you immediately report. When responding to the survey, answer the questions in the context of how you perceive your leader exhibiting the following attributes. Please use the following scoring metrics.

(0) Never, (1) Rarely, (2) Some of the Time, (3) Most of the Time, (4) All of the Time

Self-awareness	0	1	2	3	4
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Moral Ethical Courage	0	1	2	3	4
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relational Integrity	0	1	2	3	4
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shared Decision Making	0	1	2	3	4
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Caring	0	1	2	3	4
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scoring the ANLQ

For each subscale, average the items.

Example:

=average(ANLQSelfAwareness1, ANLQSelfAwareness2, ANLQSelfAwareness3, ANLQSelfAwareness4, ANLQSelfAwareness5, ANLQSelfAwareness6)

For a new variable (suggestion, you can label your variables in your dataset as you see fit): ANLQ_SA_Avg

For an overall ANL score, average all items.

Interpreting your results:

Each subscale represents an attribute of ANL.

As such, the scoring for each subscale can be interpreted as indications of how strong that attribute is based on responses from the sample.

Score	0	1	2	3	4
Questionnaire Response	Never	Rarely	Some of the Time	Most of the Time	All of the Time
Interpretation	None	Low	Moderate	High	Very High

When means overlap these ranges, consider these examples below:

0 - 1: minimal to low

Scores close to 0 and 1 can be interpreted as a weak indication of that particular ANL attribute.

1 - 2: low

Scores between 1 and 2 can be interpreted as a weak indication of that particular ANL attribute.

2 - 3: moderately

Scores between 2 and 3 can be interpreted as a moderate indication of that particular ANL attribute.

3 - 4: high

Scores between 3 and 4 can be interpreted as a strong indication of that particular ANL attribute.

*Note: Scores >2 are indicators of authentic nurse leadership as measured by the ANLQ.

APPENDIX D: GLOBAL MEASURE OF JOB EMBEDDEDNESS (2007)

PsycTESTS Citation: Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). *Global Measure of Job Embeddedness*. [Database record]. Retrieved from PsycTESTS. <https://doi.org/10.1037/t02914-000>

Test Format: Participants indicate their level of agreement with each item on a 5-point scale (5 = strongly agree).

Source: Crossley, Craig D., Bennett, Rebecca J., Jex, Steve M., & Burnfield, Jennifer L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, Vol. 92(4), 1031-1042. doi: <https://doi.org/10.1037/0021-9010.92.4.1031>

Permissions: Test content may be reproduced and used for non-commercial research and educational purposes without seeking written permission. Distribution must be controlled, meaning only to the participants engaged in the research or enrolled in the educational activity. Any other type of reproduction or distribution of test content is not authorized without written permission from the author and publisher.

Directions: After considering both work related (such as relationships, fit with job, benefits) and nonwork related factors (such as neighbors, hobbies, community perks), please rate your agreement with the statements below.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither disagree nor agree
- 4 = agree
- 5 = strongly agree

Purpose: The purpose of the Global Measure of Job Embeddedness is to capture both organization and community factors that work together to embed or enmesh people in

their current job and organization.

Items:

-
- _____ I feel attached to this organization.
_____ It would be difficult for me to leave this organization.
_____ I'm too caught up in this organization to leave.
_____ I feel tied to this organization.
_____ I simply could not leave the organization that I work for.
_____ It would be easy for me to leave this organization. (reverse-scored)
_____ I am tightly connected to this organization.
-

_____ PsycTESTS™ is a database of the American Psychological Association

<https://doi.org/10.1037/t02914-000>

APPENDIX E: TURNOVER INTENTION SCALE (1999)

PsycTESTS Citation: Cohen, A. (1999). *Turnover Intention Scale* [Database record].

Retrieved from PsycTESTS. <https://doi.org/10.1037/t10116-000>

Test Format: Turnover Intention Scale responses are rated on a scale from 1 (strongly agree) to 5 (strongly disagree).

Source: Cohen, Aaron. (1999). The relation between commitment forms and work outcomes in Jewish and Arab culture. *Journal of Vocational Behavior*, Vol. 54(3), 371-391. doi: <https://doi.org/10.1006/jvbe.1998.1669>, © 1999 by Elsevier. Reproduced by Permission of Elsevier.

Permissions: Test content may be reproduced and used for non-commercial research and educational purposes without seeking written permission. Distribution must be controlled, meaning only to the participants engaged in the research or enrolled in the educational activity. Any other type of reproduction or distribution of test content is not authorized without written permission from the author and publisher.

Directions: Rate your agreement with each statement on a scale of 1 to 5:

- 1 = strongly agree
- 2 = agree
- 3 = neither disagree nor agree
- 4 = disagree
- 5 = strongly disagree

Purpose: The purpose of the Turnover Intent Scale is to assess a participant's intent to leave their organization.

Items:

-
- _____ I think a lot about leaving the organization.
 - _____ I am actively searching for an alternative to the organization.
 - _____ As soon as it is possible, I will leave the organization.

PsycTESTS™ is a database of the American Psychological Association

<https://doi.org/10.1037/t10116-000>