

Transformational Leadership and Workforce Retention in U.S. Healthcare: Mediating Role of Organizational Culture

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Abstract

This study examines the impact of transformational leadership on workforce retention in U.S. healthcare organizations, with a particular focus on the mediating role of organizational culture. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), data were collected from 41 healthcare employees to evaluate the effects of three dimensions of transformational leadership: vision-driven leadership, individualized support, and a culture of continuous engagement. Measurement model results indicated adequate reliability and validity for all constructs. Structural model analysis revealed that individualized support had a strong positive effect on workforce retention whereas vision-driven leadership and culture of continuous engagement unexpectedly exhibited negative associations. Organizational culture did not significantly mediate these relationships. The findings underscore the critical role of actionable leadership behaviors, particularly personalized support, in retaining healthcare employees, while highlighting the limited impact of symbolic vision and generalized engagement initiatives. Implications for healthcare leadership practices and HR strategies are discussed, alongside recommendations for future research employing larger samples and longitudinal designs to further validate these findings.

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I. INTRODUCTION

The U.S. healthcare system has remained functionally stable, albeit under significant pressure, and the pandemic has caused a critical disruption across all dimensions of the workforce. COVID-19 has further highlighted the serious structural challenges present in the healthcare system, both in the United States and globally, compelling healthcare systems and leaders to develop innovative strategies for delivering medical services and addressing these issues (Moreno, 2025). The challenges identified by Oskarsson & Vik (2024) encompass severe workforce burnout and shortages, increased mental health burdens for both staff and patients, rising operational costs, financial instability, supply chain difficulties, as well as pressing concerns regarding cybersecurity, emerging health technologies, enhancing health equity, and ensuring patient safety. Leadership style emerges as one of the innovative strategies aimed at alleviating perceived challenges in the aftermath of Covid-19. Fundamentally, the leadership playbook within the U.S. healthcare sector transcends mere HR tactics. This leads to the critical question: are individuals departing, or is the system inherently designed to drive them away?

Transformational leadership as a strategy corresponds with the magnitude of the retention crisis, which is not merely a deficiency of talent but rather a disconnection between the manner in which healthcare is managed and the actual experiences of work on the ground. A conducive work environment that encourages the retention of healthcare professionals is significantly shaped by the style of leadership. Transformational leaders, who inspire and motivate their teams, frequently cultivate an atmosphere conducive to both personal and professional development. Their capacity to forge strong relationships and establish a supportive environment can result in enhanced job satisfaction and greater loyalty among nurses and healthcare workers (Chato, 2024). Transformational leaders have demonstrated greater success in maintaining elevated levels of job satisfaction and employee retention among their personnel compared to leaders who exhibit transactional leadership traits, which emphasize adherence to rules and regulations. (Alzoubi et al., 2023).

Despite numerous studies indicating that transformational leadership has a beneficial impact on employee retention, job satisfaction, engagement, and performance across diverse contexts, there are still several gaps in the literature that require further exploration, particularly within the U.S. healthcare system. Firstly, a significant portion of the existing empirical research, such as that by Chato (2024) and Alzoubi et al. (2023), was conducted outside the United States, which restricts the applicability of findings to U.S. hospitals that function under unique labor laws, healthcare policies, and organizational frameworks. Secondly, although research consistently indicates that transformational leadership improves employee outcomes, few studies quantify the

specific contributions of individual transformational elements such as vision-driven leadership, personalized support, and ongoing engagement to workforce retention in particular. Third, numerous studies depend on cross-sectional or correlational designs (e.g., Abbas & Al-Abrow, 2023; Amal et al., 2023; Yücel, 2021), which restrict causal inference concerning the mechanisms by which transformational leadership impacts retention. Fourth, factors that mediate, including organizational culture, are frequently analyzed in isolation or only partially. This results in a deficiency of comprehensive frameworks that investigate how these elements collectively affect retention outcomes. Finally, although there are sector-specific studies (e.g., McManus, 2019, focusing on EVS staff), there are few empirical investigations that thoroughly examine transformational leadership across various roles in hospitals, including nursing, administrative, and allied health staff, to assess its wider effect on workforce stability.

The literature consistently shows that transformational leadership has a positive effect on workforce retention, employee engagement, job satisfaction, and overall organizational performance. Vision-driven leadership, personalized support, and the promotion of a culture of continuous engagement are identified as essential elements that inspire employees and enhance their dedication to healthcare organizations. Nevertheless, current research points out several deficiencies, such as a lack of empirical data from U.S. healthcare environments and inadequate quantification of specific components of transformational leadership. Addressing these deficiencies is crucial for comprehending how transformational leadership can be strategically utilized to improve workforce retention beyond traditional HR interventions. This study aims to address these deficiencies by investigating the specific mechanisms through which transformational leadership affects retention across various hospital roles, offering insights that can inform leadership development and workforce management in U.S. healthcare organizations.

II. LITERATURE REVIEW

2.1 Concept of Workforce Retention

Workforce retention pertains to an organization's capability to retain its employees over time, thereby minimizing turnover and safeguarding organizational knowledge and performance. In the healthcare sector, retention is especially vital due to the high costs associated with recruitment and training, interruptions in patient care, and the loss of seasoned personnel (McManus, 2019; Chato, 2024). Various factors influence retention, including job satisfaction, organizational commitment, leadership style, and employee engagement. High retention rates contribute to organizational stability, enhance the quality of patient care, and improve the overall effectiveness of the healthcare system (Goens & Giannotti, 2024). In contrast, elevated turnover rates in hospitals can lead to increased operational expenses, reduced service quality, and adverse effects on patient safety and continuity of care (Ystaas et al., 2023).

2.2 Concept of Transformational Leadership

Leadership style is crucial in fostering a positive work environment that enhances nurse retention. Transformational leaders, who motivate and inspire their teams, typically cultivate an atmosphere conducive to both personal and professional development. Their capacity to forge strong relationships and establish a supportive environment can result in greater job satisfaction and heightened loyalty among nurses. Conversely, transactional leadership, which emphasizes tasks, rewards, and penalties, may not effectively nurture a supportive work environment. This method can create a more rigid and less accommodating atmosphere, potentially leading to increased nurse turnover (Chato, 2024).

2.2.1 Vision-Driven Leadership

Vision-driven leadership, which is a facet of transformational leadership, pertains to the capacity of leaders to convey a compelling organizational vision that inspires employees to work towards shared objectives (Goens & Giannotti, 2024; Hwangji, 2026). Leaders who possess a clear vision instill a sense of purpose and direction, thereby enhancing employee engagement, commitment, and alignment with the goals of the organization. This form of leadership highlights idealized influence and inspirational motivation, allowing healthcare employees to recognize the broader implications of their roles on patient outcomes and the overall success of the organization. Research indicates that a well-defined vision diminishes uncertainty, boosts employee morale, and fortifies retention, as employees perceive themselves as integral to a significant mission (McManus, 2019; Yücel, 2021).

2.2.2 Individualized Support

Individualized support, also known as individualized consideration, entails acknowledging and addressing the distinct needs, strengths, and professional development aspirations of each employee (Ystaas et al., 2023; Goens & Giannotti, 2024). Leaders who offer customized guidance, mentorship, and feedback empower their employees, cultivate loyalty, and improve retention rates. In the healthcare sector, individualized support

encompasses personalized career development strategies, recognition of achievements, and the provision of emotional and professional assistance in high-pressure settings (McManus, 2019; Chato, 2024). Empirical research suggests that individualized consideration enhances organizational commitment, diminishes turnover intentions, and elevates job satisfaction, especially among nursing and hospital support personnel.

2.2.3 Culture of Continuous Engagement

A culture of continuous engagement is defined as the establishment of a workplace atmosphere where employees are actively engaged in decision-making, goal-setting, and ongoing professional development (Md Yousuf, 2024; Hwangji, 2026). This culture prioritizes continuous communication, feedback, recognition, and avenues for growth. Transformational leaders nurture such environments through intellectual stimulation, motivating employees to share ideas, collaboratively address challenges, and engage in initiatives beyond their standard responsibilities. Research suggests that continuous engagement mitigates burnout, enhances organizational commitment, and fosters long-term retention within healthcare organizations (Ystaas et al., 2023; Goens & Giannotti, 2024).

2.3 Concept of Organizational Culture

Organizational culture encompasses the shared values, beliefs, norms, and practices that influence behavior, interactions, and decision-making within an organization (Schein, 2010). It embodies the collective mindset of both employees and leaders, serving as the "social glue" that affects work performance, approaches to challenges, and interpersonal relationships. In healthcare environments, organizational culture is vital in shaping employee attitudes, motivation, and commitment, which in turn significantly affects workforce retention, the quality of patient care, and the overall effectiveness of the organization (Abbas & Al-Abrow, 2023; Goens & Giannotti, 2024)

2.4 Empirical Review

Numerous empirical investigations have examined the connection between transformational leadership and employee retention in the healthcare sector, yielding significant findings while also identifying areas that require further exploration. McManus (2019) sought to uncover the strategies employed by hospital managers to minimize turnover among Environmental Services (EVS) personnel in U.S. hospitals. Utilizing a qualitative multiple case study approach that involved five managers from two hospitals, data were gathered through semi-structured interviews, organizational documents, and notes, subsequently analyzed using Yin's five stages of qualitative analysis. The findings indicated that transformational leadership practices, especially in articulating a vision, providing individualized support, and promoting engagement, effectively decreased turnover. Nonetheless, the study's limited sample size and its concentration on only two hospitals restrict the generalizability of the results, and the qualitative methodology does not quantify the influence of specific leadership elements on retention.

Goens and Giannotti (2024) performed an integrative review of 18 studies published from 1992 to 2022, focusing on transformational nursing leadership and turnover intentions. They found that elements such as individualized consideration, inspirational motivation, and intellectual stimulation contribute to increased job satisfaction and organizational commitment, which subsequently lower turnover intentions. Although the review is thorough, the inclusion of older studies may not accurately represent current healthcare challenges, and the prevalence of correlational designs restricts causal conclusions. The research conducted by Ystaas et al. (2023) systematically evaluated 23 studies to determine the impact of transformational leadership on nurses' work environments and patient outcomes, revealing that leadership indirectly enhances retention through structural empowerment, job satisfaction, and organizational commitment. However, this review depended on perceived improvements in the work environment rather than actual retention statistics, which could undermine its reliability.

Chato (2024) investigated the relationship between leadership styles and job satisfaction on nurse retention in healthcare facilities. In a quantitative descriptive-correlational study involving nursing staff in Cebu City, Philippines, it was discovered that leadership style and job satisfaction are significant predictors of nurse retention. However, the study's non-U.S. context and its focus on general leadership style rather than specific transformational elements limit its relevance to U.S. healthcare settings. Similarly, Alzoubi et al. (2023) examined transformational leadership, job satisfaction, and retention among healthcare workers during the COVID-19 pandemic in Jordan, showing that leadership behaviors that foster motivation and support enhance retention during stressful periods. Nonetheless, the reliance on secondary data and the foreign context of the study restrict its direct applicability to U.S. hospitals, and other factors such as organizational culture and workload were not thoroughly investigated.

Yücel (2021) explored the mediating effect of employee performance on the relationship between transformational leadership and turnover intentions among healthcare professionals in Turkey. The research concluded that transformational leadership improves employee performance, which subsequently lowers turnover

intentions. However, the use of self-reported measures and the non-U.S. context limit the generalizability of the findings, and other mediating factors, such as engagement, were not considered. Overall, these studies highlight that transformational leadership has a positive impact on workforce retention, with vision-driven leadership, personalized support, and ongoing engagement being essential elements. Nevertheless, there are still gaps in quantifying the effects of specific leadership dimensions, establishing causal links, and contextualizing results specifically for the U.S. healthcare sector, indicating a need for targeted empirical research in this area.

Abbas and Al-Abrow (2023) investigated the connection between transformational leadership and organizational performance, emphasizing its indirect influence on individual performance through job satisfaction and organizational commitment. Their results showed that transformational leaders enhance employees' comprehension of their roles and promote involvement in decision-making, which subsequently benefits both organizational and individual results. The research also pointed out that organizational culture plays a moderating role in this relationship, suggesting that a supportive culture can either strengthen or limit transformational leadership behaviors. While the study effectively highlights the importance of culture in influencing leadership effectiveness, it is constrained by its broad focus on organizational performance rather than sector-specific outcomes, such as those in healthcare. Furthermore, the cross-sectional design limits the ability to make causal inferences, and the research does not quantify which aspects of transformational leadership exert the most significant influence on employee performance.

Amal et al. (2023) examined the impact of transformational leadership on the job performance of nurses, with work engagement serving as a mediating variable. Their findings indicated that transformational leadership has a positive effect on nurses' work engagement, which subsequently improves job performance. The research concluded that healthcare leaders can enhance nursing performance by implementing transformational leadership strategies. While the study offers significant insights for healthcare management, it is primarily based on correlational data, which restricts causal interpretation. Moreover, the research did not consider contextual elements such as workload, staffing ratios, or organizational support, which could also affect engagement and performance. Additionally, the emphasis on a single mediator (work engagement) overlooks other possible mechanisms, such as job satisfaction, empowerment, or team cohesion, that might clarify the relationship between leadership and performance.

2.5 Theoretical Framework

This research is based on Transformational Leadership Theory (Burns, 1978; Bass, 1990), which asserts that leaders can impact their followers by inspiring, motivating, and supporting them to surpass expectations. Transformational leadership consists of four essential elements: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components promote employee engagement, job satisfaction, and organizational commitment, which are vital for workforce retention in healthcare environments (Goens & Giannotti, 2024; Ystaas et al., 2023). Within this context, vision-driven leadership (inspirational motivation) focuses on articulating a compelling organizational vision that provides meaning to employees' roles, enhances their commitment, and encourages their involvement in decision-making processes (Abbas & Al-Abrow, 2023; McManus, 2019). Individualized support (individualized consideration) entails offering customized guidance, mentorship, and recognition, addressing the distinct professional and emotional needs of employees to bolster loyalty and minimize turnover (Amal et al., 2023; Yücel, 2021). Additionally, a culture of continuous engagement (intellectual stimulation and empowerment) promotes employee involvement, problem-solving, and professional development, thereby reinforcing engagement, satisfaction, and retention (Md Yousuf, 2024; Hwangji, 2026). The framework suggests that these transformational leadership practices vision-driven leadership, individualized support, and continuous engagement positively affect workforce retention, mediated by a supportive organizational culture. This comprehensive approach underscores the ways in which transformational leaders can strategically improve retention beyond traditional HR strategies, laying the groundwork for empirical testing of these relationships within U.S. healthcare organizations.

III. METHODOLOGY

3.1 Research Design

This study employs a quantitative, cross-sectional research design to investigate the impact of transformational leadership on employee retention within U.S. healthcare organizations. A cross-sectional approach is suitable as it enables the gathering of data from various respondents at a single moment, thereby facilitating the evaluation of the relationships between the components of transformational leadership vision-driven leadership, individualized support, and a culture of continuous engagement and workforce retention, along with the mediating influences of organizational culture.

3.2 Population and Sample

The target population for this research consists of healthcare workers in hospitals throughout the United States, including nursing staff, administrative personnel, and allied health professionals. 41 respondents made up the study population and sample size.

3.3 Data Collection Instrument

Data was gathered through a structured online questionnaire that includes validated scales from previous studies. The components of transformational leadership (vision-driven leadership, individualized support, continuous engagement) were assessed using items adapted from recognized transformational leadership inventories (e.g., MLQ – Multifactor Leadership Questionnaire). Workforce retention was evaluated using scales that measure intention to stay, job satisfaction, and organizational commitment. Demographic information from respondents, such as age, gender, role, and tenure, was also be collected. The questionnaire utilizes a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to capture the perceptions of respondents.

3.4 Data Analysis

Data was analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) utilizing software such as SmartPLS. PLS-SEM is appropriate for this research as it facilitates the simultaneous evaluation of intricate relationships among latent variables, even with relatively small sample sizes. The analysis will be conducted in two phases:

- i. Measurement Model Assessment: This phase entails assessing the reliability and validity of the constructs, which includes Cronbach's alpha, composite reliability, and average variance extracted (AVE) to confirm convergent validity. Discriminant validity was evaluated using the Fornell-Larcker criterion and the heterotrait-monotrait (HTMT) ratio.
- ii. Structural Model Assessment: This phase investigates the proposed relationships between components of transformational leadership and workforce retention. Path coefficients, t-values, and p-values was be analyzed through bootstrapping (5,000 resamples) to ascertain significance. The explanatory power of the model was assessed using R^2 values, while predictive relevance was evaluated through Q^2 statistics.

IV. RESULT AND DISCUSSION

The current study investigates the impact of transformational leadership on workforce retention in U.S. healthcare organizations, with a focus on the mediating role of organizational culture. A total of 41 healthcare employees participated in the study, providing responses on their perceptions of leadership behaviors, organizational culture, and retention outcomes. The analysis was conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM), which allows simultaneous evaluation of measurement and structural models, making it suitable for exploring both direct and indirect relationships among the study constructs. The results are presented in two main sections: the measurement model evaluation, which assesses reliability and validity of the constructs, and the structural model evaluation, which examines the hypothesized relationships among transformational leadership dimensions, organizational culture, and workforce retention.

4.1 Measurement Model Evaluation

Prior to examining the structural relationships, the reliability and validity of the measurement model were evaluated to ensure the adequacy of the constructs employed in the study.

4.1.1 Reliability

Internal consistency reliability was assessed using Cronbach's alpha and composite reliability (pc). All constructs met the recommended thresholds of $\alpha > 0.70$ and $pc > 0.70$, indicating satisfactory reliability (Hair et al., 2021). Convergent validity was also evaluated via Average Variance Extracted (AVE), with all constructs exceeding the minimum threshold of 0.50 (Fornell & Larcker, 1981), indicating that the latent variables explain a sufficient proportion of the variance in their indicators.

Table 1: Construct Reliability

Construct	Cronbach's Alpha	Composite Reliability (pc)	Average Variance Extracted (AVE)
Vision-Driven Leadership	0.700	0.831	0.621
Individualized Support	0.895	0.925	0.716
Culture of Continuous Engagement	0.837	0.884	0.659
Organizational Culture	0.754	0.836	0.509
Workforce Retention	0.969	0.976	0.854

4.1.2 Discriminant Validity

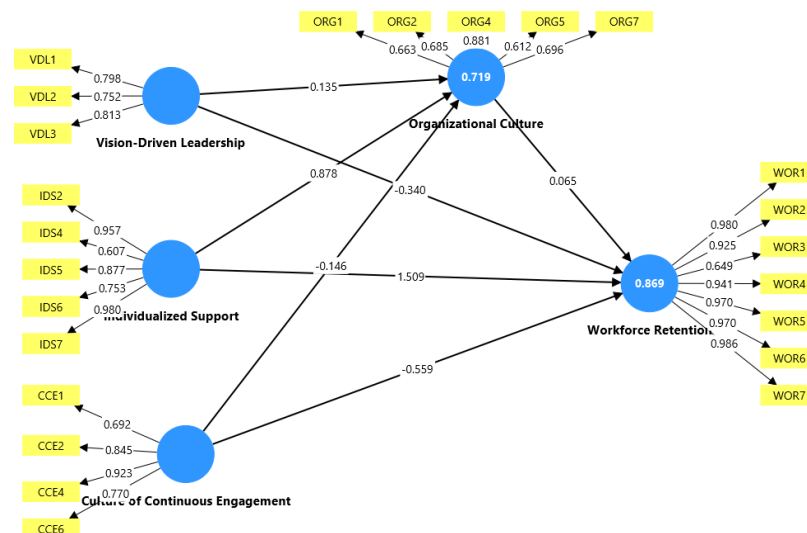
Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio. Most constructs exhibited HTMT values below 0.90, confirming empirical distinctiveness. A slightly elevated HTMT value (0.984) was observed between Individualized Support and Organizational Culture, which is theoretically consistent given the conceptual overlap between supportive leadership behaviors and the shaping of organizational culture.

Table 2: Discriminant Validity

Construct	Culture of Continuous Engagement	Individualized Support	Organizational Culture	Vision-Driven Leadership	Workforce Retention
Culture of Continuous Engagement	1				
Individualized Support	0.97	1			
Organizational Culture	0.766	0.984	1		
Vision-Driven Leadership	0.506	0.754	0.765	1	
Workforce Retention	0.602	0.877	0.848	0.464	1

4.2 Structural Model Evaluation

The structural model was assessed to examine the hypothesized relationships among transformational leadership dimensions, organizational culture, and workforce retention. The evaluation considered path coefficients (β), t-values, p-values, effect sizes (f^2), and R^2 values.



4.2.1 Coefficient of Determination (R^2)

Organizational Culture: $R^2 = 0.719$ (adjusted 0.695), indicating that 71.9% of the variance in organizational culture is explained by the transformational leadership dimensions. Workforce Retention: $R^2 = 0.869$ (adjusted 0.854), suggesting that 86.9% of the variance in workforce retention is accounted for by transformational leadership and organizational culture. These high values reflect substantial explanatory power for the model.

Table 3: Structural Model Evaluation table

Path	β	t-value	p-value	f^2
Culture of Continuous Engagement → Workforce Retention	-0.559	2.738	0.007	0.538
Individualized Support → Workforce Retention	1.509	6.583	0.000	2.024
Vision-Driven Leadership → Workforce Retention	-0.340	3.040	0.003	0.481
Culture of Continuous Engagement → Organizational Culture	-0.146	0.570	0.570	0.017
Individualized Support → Organizational Culture	0.878	3.435	0.001	0.469
Vision-Driven Leadership → Organizational Culture	0.135	1.354	0.179	0.037
Organizational Culture → Workforce Retention	0.065	0.275	0.784	0.009
Culture of Continuous Engagement → Org. Culture → Workforce Retention (Indirect)	-0.010	0.926	0.926	-

Path	β	t-value	p-value	f^2
Individualized Support → Org. Culture → Workforce Retention (Indirect)	0.057	0.825	0.825	-
Vision-Driven Leadership → Org. Culture → Workforce Retention (Indirect)	0.009	0.842	0.842	-

4.3 Discussion of Findings

The findings of this study provide empirical evidence that transformational leadership, particularly individualized support, significantly influences workforce retention within U.S. healthcare organizations. Individualized support exhibited the strongest positive effect on retention ($\beta = 1.509$, $p < 0.001$, $f^2 = 2.024$), consistent with prior research emphasizing the critical role of personalized attention, mentorship, and recognition in reducing turnover (McManus, 2019; Goens & Giannotti, 2024; Amal et al., 2023). These results align with the theoretical proposition that individualized consideration enhances employee engagement and organizational commitment, thereby directly supporting retention outcomes (Burns, 1978; Bass, 1990).

Interestingly, vision-driven leadership showed a significant negative effect on workforce retention ($\beta = -0.340$, $p = 0.003$), suggesting that articulating a compelling vision alone may be insufficient to retain staff in healthcare settings. This contrasts with McManus (2019), who identified inspirational motivation as beneficial for turnover reduction, but aligns with the critique that vision statements must be coupled with tangible support and resources to effectively influence retention outcomes. Similarly, the culture of continuous engagement demonstrated a negative effect on retention ($\beta = -0.559$, $p = 0.007$), indicating that engagement initiatives without direct individualized support may fail to enhance retention, a nuance that has been underexplored in prior studies (Ystaas et al., 2023; Chato, 2024).

The study also found that organizational culture did not significantly mediate the relationship between transformational leadership dimensions and retention, as indirect effects through culture were non-significant. This finding contrasts with research highlighting culture as a critical mechanism in enhancing leadership effectiveness (Abbas & Al-Abrow, 2023) and suggests that in U.S. healthcare settings, the direct behaviors of leaders, particularly individualized support, may be more influential in determining retention than broader cultural factors. These results extend the literature by quantifying the relative impact of specific transformational leadership dimensions, addressing gaps noted in prior reviews (Goens & Giannotti, 2024; Yücel, 2021).

These findings reaffirm the relevance of transformational leadership theory within healthcare, emphasizing individualized support as a primary driver of retention, while highlighting potential limitations of vision-driven leadership and generalized engagement when applied without actionable support. The results also underscore the importance of context-specific empirical investigations within U.S. healthcare organizations, addressing the limitation of prior studies conducted in non-U.S. or cross-sectional settings (Alzoubi et al., 2023; Yücel, 2021).

V. CONCLUSION AND RECOMMENDATIONS

This study examined the influence of transformational leadership on workforce retention within U.S. healthcare organizations, with a focus on the mediating role of organizational culture. Findings indicate that individualized support is the most critical leadership behavior for enhancing retention, demonstrating a strong, positive, and significant effect. In contrast, vision-driven leadership and culture of continuous engagement showed unexpected negative associations with retention, highlighting that symbolic leadership and general engagement strategies may be insufficient unless complemented by tangible, personalized support. Moreover, the results reveal that organizational culture does not significantly mediate the relationship between transformational leadership and workforce retention in this context. These outcomes suggest that actionable leadership behaviors, rather than broader cultural initiatives, are more influential in retaining healthcare employees.

Based on the study findings, the following practical recommendations are proposed for healthcare leaders and administrators:

- i. **Prioritize Individualized Support:** Leaders should focus on mentorship, coaching, and tailored professional development to meet the unique needs of employees. Personalized attention is the most effective strategy for enhancing retention.
- ii. **Integrate Vision with Action:** Inspirational visions should be accompanied by concrete support mechanisms and resources to ensure employees can align their work with organizational objectives.
- iii. **Enhance Engagement Programs:** Engagement initiatives should be meaningful and targeted, providing tangible benefits rather than symbolic activities alone.
- iv. **Focus on Direct Leadership Behaviors:** Organizational retention strategies should emphasize actionable leadership behaviors, as these have greater impact than broad cultural interventions.

5.1 Limitation and Suggestions for Future Studies

- i. The study relied on a relatively small sample of 41 respondents, which may limit the generalizability of the findings across the diverse U.S. healthcare sector. Future studies with larger and more representative samples are recommended.
- ii. Future studies should explore contextual factors (e.g., workload, staffing ratios, stress) that may influence the effectiveness of transformational leadership dimensions. Longitudinal and experimental designs could also clarify causal relationships in U.S. healthcare contexts.
- iii. The study examined only organizational culture as a mediator, whereas other potential mediators, such as employee engagement, job satisfaction, or workload, were not assessed. This limits the understanding of the mechanisms through which transformational leadership affects retention.

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