

Transformational Leadership Which Influences the Shortage Retention of Professional Nursing Organization of the Center Hospitals under the Supervision of Office of the Permanent Secretary, Ministry Of Public Health

Kittiya Chutchawanchanchanakij

Graduate School, Siam University, Thailand

E-mail: kitty2012phd@gmail.com

Abstract

This research is the quantitative research with the objectives to investigate the Transformational leadership which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health. The research population consists of 504 professional nurses working in the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health in the network hospitals with the most shortage of nurses. The research tool is the questionnaire with the reliability of 0.966. The statistics used in the data analysis consist of descriptive statistics and inferential statistics. The Pearson Correlation Coefficient is analyzed and the hypotheses are tested by using the structural equation analysis. According to the research results, it is found that most of the samples are females for 489 persons calculated as 97.00% in the age of 31-40 years calculated as 32.30% with the marital status of married calculated as 49.20%. The educational level of is the bachelor's degree calculated as 89.50% with the experience in working in the center hospitals from 19 years or more calculated as 35.10%. Most of them work in pediatric wards calculated as 26.60%. Their income is mostly 20,000-30,000 baht per month calculated as 32.30%. Overall, the mean of the Transformational leadership factor which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health, is at the high level ($\bar{x} = 3.94$). The correspondence between the structural equation models following the hypotheses and the empirical data is considered from the value of Index of Item-Objective Congruence $\chi^2 = 20.582$, $df = 25$, $GFI = 0.991$, $AGFI = 0.984$, $CFI = 1.000$, $NFI = 0.992$, and $RMSEA = 0.000$. All values pass the criteria and p-value equals to 0.716 which is more than 0.05 representing that accepting the hypothesis stating that the theoretical model is harmoniously correspondent with the empirical data. The test results reveal that the hypotheses of Transformational leadership LEAD has positive influence on the retention of professional nursing organization retention of professional nursing organization (RETEN). The path analysis value is 0.51 with the statistically significance at level 0.01.

Keywords: Transformational Leadership, Retention, Professional Nurses

Introduction

The world current state is dynamic, changing and very progressive in technology, economy, society, politics, and administration. Regarding such changes, it is necessary for human beings to be managed timely and appropriately for the situations. However, no matter which direction of movement is or how much the material progress is, people are still the important factor that every organization always needs to pay attention to. The healthcare organization,

especially center hospitals, is one of many organizations having the workload in the form of service provision. The administration is divided into two forms; 80% is the administration by the public sector and 20% is the administration by the private sector. There are total of 1,303 hospitals for admitted inpatients nationwide. 904 of them are the hospitals under the supervision of Ministry of Public Health (Bureau of Policy and Strategy, Ministry of Public Health, 2014: 2). The work missions are on health support, health protection, prevention, control, and treatment of diseases as well as the rehabilitation of people. The role of personnel in all professions is important. According to the research of Petcharaporn Chatchawanchanchanakij (2013) studying the efficient management of public hospitals at the tertiary level, it is found that medical personnel are the important factor. Especially professional nursing personnel, they are considered a large number of personnel in the hospitals having the direct burden on the service users. When medical personnel are inadequate, especially for professional nurses, the problem will occur from the increasing burdens or roles of professional nurses as well as the impact of inadequate professional nurses compared to other professional medical personnel.

Table 1 Situations of medical personnel to serve AEC in 2015 (persons)

Situations of healthcare service provider in Thailand in 2015

Details	Professional nurses	Physicians	Dentists
Shortage of public sector	16,030	10,719	2,900
Demand to serve ASEAN	5,454	1,260	345
Total of shortage	21,628	11,974	3,267
Productivity per year	10,000	2,500	800

Source: Ministry of Public Health (2015)

From Table 1, in 2015 it was found that the situations of personnel were not consistent with service provision resulting in the shortages. For the sample statistics of resignation, in 2007 the professional nurses of Khon Kaen Center Hospital resigned for 24.2% (Bongkot Tangchatchai et al., 2011: 44). Regarding the personnel data of Maharaj Nakornratchasima Hospital in 2008, it was found that 42.86 percent of temporary nurses who had already repaid the educational scholarship resigned during 5 years (2009-2008). This is correspondent with the study of Vijit Srisuphan and Krissada Sawaengdee conducting the study in 95 center hospitals and general hospitals during the period from 2005 to 2010. It was found that the hired nurses resigned in the first year of work for 40.84 percent and resigned in the second year of work for 25.57 percent if not being recruited as government officials. The situation of problem and the importance as mentioned above is the reason why the researcher is interested in studying the population in the group of medical personnel, professional nurses. That the number of service users increases while the number of service providers is less results in more workload.

Especially professional nurses who have to continually work in closely taking care of the patients which is very different from other occupations, the personnel management covering 24 hours is required to be divided into 3 shifts of 8 hours each when the increasing workload affects the work performance. When considering the hospital level, the center hospitals are found to have more problems than other hospitals. The research results reveal that the resignation of professional nurses is divided into two types: 1) resignation from the nursing profession and going to work in other fields which are not the nursing profession, 2)

resignation from the public service offices to work in the private service offices resulting in the shortage of personnel to provide services. One of the most important issues for the retention of medical personnel, one of whom is professional nurses being the key personnel in driving to successful organizational management. Therefore, the leaders and leadership of the organization who formulate policies, guidelines and organizational planning involve in implementing central policy to be used in hospital management. Thus, it is necessary to be appropriate with organizational context. Various social situations are also important to the retention of professional nurses.

From the aforementioned statements, it was found that the situation of the shortage of professional nurses in Thailand is likely to increase due to the change in management and leaders leading to the study on the Transformational leadership which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health, to be used as the guidelines for improving the management of the country's health system.

Research Objective

To study the Transformational leadership which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health.

Literary Review

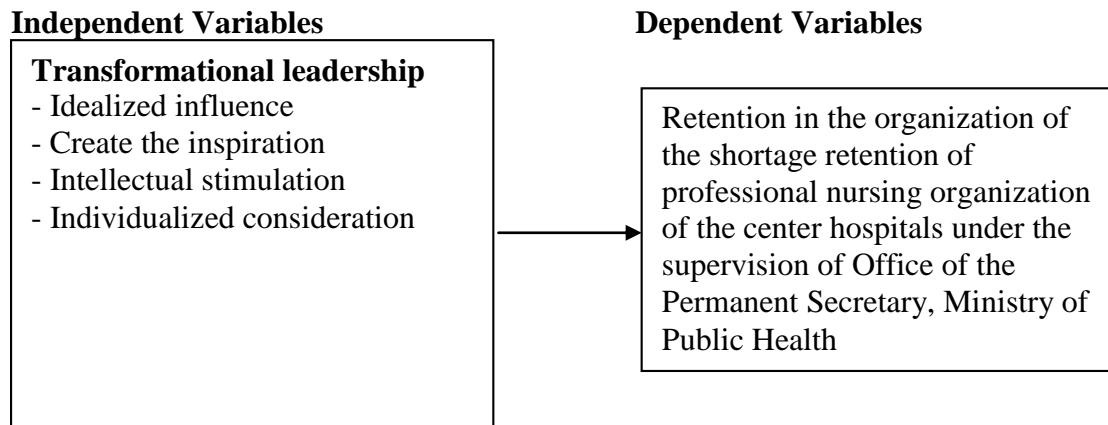
For the study of Transformational leadership which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health, the researcher reviews related literatures consisting of:

The concept of retention in the organization is characterized by vigor, dedication, and absorption (Alarcon & Edward, 2011). Besides, the issues of professional nursing practices require knowledge, skills, and attitudes conducive to work. In maintaining the personnel especially for short professional nurses, the related persons need to consider from the recruitment of resources to be brought into the system. The scope of the job position must be set in the suitable and adequate quantity with the continual supervision and development process in accordance with the principles of management as well as having strategies in caring and impressing leading to the satisfaction and acceptance of service users. The professional nurses are happy with their work, professional and organization which will result in their retention in the profession and retention in the organization for a long time in line with the research of Supanee Boonchum (2007), Ussanee Takuathung (2008), and Suwinee Wiwatwanit (2011).

Transformational leadership of Bernard M. Bass & Bruce J. Avolio. (1994) is considered the concept which is very popular and suitable for the context at present very much. It can be divided into 3 elements; 1) Idealized influence which is the behavior to stimulate the emotions of the followers and the characteristics of the leaders, 2) Intellectual stimulation which is the increasing behavior of the followers in being aware of the problems allowing the followers to view the problems from the new viewpoints, 3) Individualized consideration which is to support, encourage, and coach the followers. This is correspondent with the research of Suphanee Phumfaeng (2015) studying the factors causing professional nurses in the tertiary hospitals to resign. The research results reveal that there are 8 areas; 1) work features and workload, 2) chance of progress and inspiration, 3) relationship with the colleagues, 4) remunerations and welfares, 5) environments in working, 6) behaviors of leadership of the ward heads, 7) balance between life and work, 8) patients and families. This

is similar to the study of Sommanan Suttharat (2015) studying the relations among the environments in working, the leadership of the ward heads, and the adherence to the organization of Gen-Y professional nurses of the university hospitals in the government supervision. It is found that the environments in working and the leadership of the ward heads are positively related to the adherence of organization of Gen-Y professional nurses of the university hospitals in the government supervision with statistical significance at the level of.05 ($r = .526$ and $.458$), respectively.

Conceptual Framework



Research Methodology

Population and Sample: The research population consists of professional nurses working in the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health. The hospitals in the healthcare network with the most shortage of nurses are the 4th network, the 5th network, and the 6th network for 3,784 persons (Bureau of Policy and Strategy, Ministry of Public Health, 2014: 19). The size of sample group using the calculation of Hair et. al. (2010) consists of 500 person. From the calculated sample group, when using the statistic principle by using the ratio of population, the number of sample group for this research consists of 504 persons.

Data Collection: In the collection, the researcher uses the questionnaire as the tool having been designed and tested for quality on the Validity by 7 experts to examine the objective correspondence, content, and language used by measuring the IOC and then finding the confidence level with the non-sample group of 30 persons using Cronbach's alpha coefficient. The value is 0.966.

Data Analysis: This is the quantitative research with the descriptive statistics namely frequency, percentage, mathematic mean, and standard deviation with the multivariate analysis on the structural equation models.

Results

Most of professional nurses are females for 489 persons calculated as 97.00%. 163 persons are in the age of 31-40 years calculated as 32.30%. 248 persons have the marital status of married calculated as 49.20%. 451 persons have the educational level of bachelor's degree calculated as 89.50%. 177 persons have the experience in working in the center hospitals from 19 years or more calculated as 35.10%. Most of them work in pediatric wards for 134 persons calculated as 26.60%. Their income is mostly 20,000-30,000 baht per month for 163 persons calculated as 32.30%. Most of them have the hometown in the same province located the hospitals for 417 persons calculated as 82.70%.

Overall, the transformational leadership factor which influences the shortage retention of professional nursing organization of the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health is found to be high ($\bar{x} = 3.94$). When considering each indicator, it is found that the indicator 2.1 leaders with ideology in the issues of ward heads have the self-esteem for the benefit of the organization with the highest mean of (\bar{x}) equaling 4.03. The indicator 2.2 inspirational leader has the mean in the high level ($\bar{x} = 3.94$). When considering each issue, it is found that the ward head has the dedication to work with the highest mean ($\bar{x} = 4.07$). The indicator 2.3, Intellectual stimulation, has the mean in the high level ($\bar{x} = 3.95$). The issue of ward head stimulates the subordinates to participate in giving feedback for developing a variety of ways to perform the operation ($\bar{x} = 3.96$). The indicator 2.4, leaders must take the individuality into account. The mean is in the high level ($\bar{x} = 3.94$). In the issue that the ward head leads the subordinates to work successfully having the highest mean of ($\bar{x} = 3.92$).

The hypothesis test is on the model validation with empirical data. Then, the influence values are considered as shown in Figure 1.

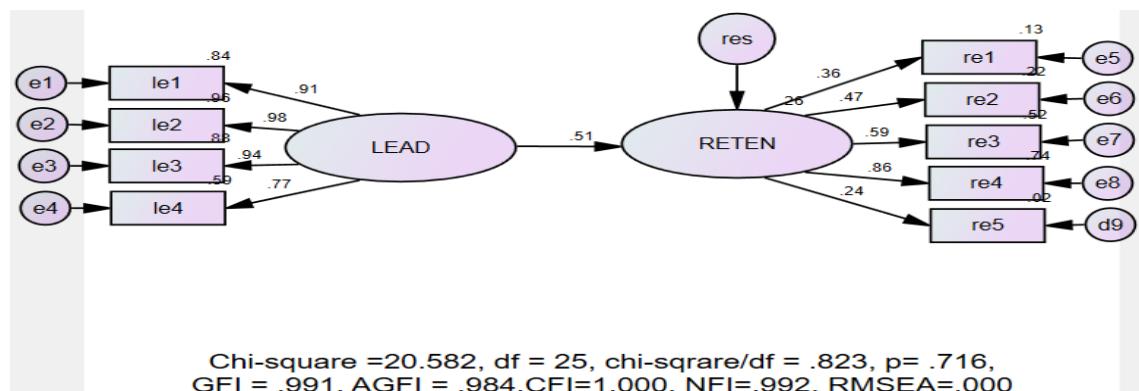


Figure 1 Structural equation models following the hypotheses representing the factors influencing the management on the retention of professional nurses shortage in the center hospitals under the supervision of Office of the Permanent Secretary, Ministry of Public Health.

Table 2 Results of analysis on the data obtained from the indicators used in examining the correspondence and harmony of the variables and empirical data (after being adjusted)

No.	Value	Criteria	Obtained value	Results of consideration
1	χ^2	$0.05 < \chi^2 < 1.00$	0.716	Passed
2	χ^2/df	$0.00 < \chi^2/df \leq 3$	0.823	Passed
3	GFI	$0.90 < GFI \leq 1.00$	0.991	Passed
4	AGFI	$0.90 < AGFI \leq 1.00$	0.984	Passed
5	CFI	$0.95 \leq CFI \leq 1.00$	1.000	Passed
6	NFI	$0.90 \leq NFI \leq 1.00$	0.992	Passed
7	RMSEA	$0.00 \leq RMSEA \leq 0.08$	0.000	Passed

According to Table 2, the correspondence between the structural equation models as (Modified Model) is correspondence with the empirical data more considered from the correspondence $\chi^2 = 20.582$, df = 25, GFI = 0.991, AGFI = 0.984, CFI = 1.000, NFI = 0.992 and RMSEA = 0.000 passing following the criteria in all values. P-value equals to 0.716 which is more than 0.05 representing the acceptance in the hypothesis that the theoretical model is harmoniously correspondence with the empirical data including the results of relationship between dependent variables and independent variables of the variables of transformational leadership (LEAD) influencing the retention of professional nurses in the organization (RETEN). The path analysis value is 0.51 with the statistically significance at level 0.01.

Discussion

Overall, the transformational leadership factor positively influences the retention of professional nurses in the organization at 0.01 level with the path coefficient of 0.43. The hypothesis is accepted as the operation in the healthcare organizations is the diverse operation in teamwork. It is essential to have leaders to keep the process flowing smoothly and deliver the results as demanded by the organization. The work of professional nurses is service provision which is uncertain to serve the needs of the service users exceeding the expectations. It is necessary to have the leaders bringing the team to the goal which can create ideology and inspiration to have service mind of service providers. They must be able to encourage the subordinates to dare to show their competence for organizational development, have creativity and innovation. Finally, they must be the leaders who understand the individual in order to reach the minds of their subordinates and manage them directly and suit their needs. This is in accordance with Maslow's (1970) motivation theory by treating the employees with dignity, creating opportunities and aspirations for success and progress, creating value-added work and opportunities for employees to achieve by themselves. This includes the decision making in the operation. The qualifications of the leaders are important. According to the study of Cowden (2011) on the leadership that influences nursing retention, it is found that there are seven types of leadership that should lead to the change, being the authorized persons, influential leaders, supportive leaders, have the decision model, have trust, appraisal, and perception. According to the study, it is found that the transformational leadership has been identified as the leader that directly influences the nursing retention (Tourangeau et al., 2009; Tummerset al., 2013; Lartey et al., 2014).

References

Bass, B. & Avolio, B. (eds.). 1994. **Improving Organizational Effectiveness through Transformational Leadership**. California: Sage.

Burns, J. 1978. **Leadership**. New York: Harper & Row.

Cowden, T., Cummings, G. & Profetto-McGrath, J. 2011. "Leadership practices and staff nurses' intent to stay: A systematic review." **Journal of Nursing Management** 19: 61-477.

Hair, J. et al. 2010. **Multivariate Data Analysis**. New York: Pearson Education International.

Maslow, A. 1970. **Motivation and Personality**. New York: Harper and Row Publishers.

Schaufeli, W., Salanova, M., González-Romá, V. & Bakker, A. 2002. "The measurement of engagement and burnout: A two sample confirmatory factor analytic approach." **Journal of Happiness Studies** 3 (1): 71-92.

Tummers, L., Groeneveld, S. & Lankhaar, M. 2013. "Why do nurses intend to leave their organization? A large-scale analysis in long-term care." **Journal of Advanced Nursing** 69 (12): 2826-2