

**EXEMPLARY LEADERSHIP OF HEAD NURSES
AFFECTING JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT OF STAFF NURSES
IN GENERAL HOSPITALS IN THE NORTHERN OF
THAILAND**

VARAPORN SEEHOM

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF SCIENCE (PUBLIC HEALTH)
MAJOR IN PUBLIC HEALTH ADMINISTRATION
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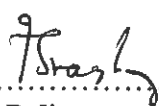
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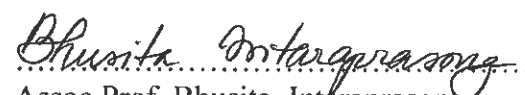

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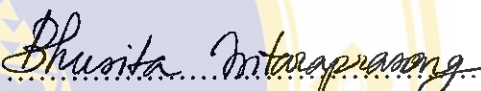
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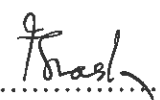

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Varaporn Seehom

EXEMPLARY LEADERSHIP OF HEAD NURSES AFFECTING JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF STAFF NURSES IN GENERAL HOSPITALS IN THE NORTHERN OF THAILAND

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ABSTRACT

The purposes of this descriptive research were to compare exemplary leadership of head nurses self-assessment and their working staff nurses, and to investigate the relationship between exemplary leadership, job satisfaction and organizational commitment among nurses in general hospitals in the Northern Region. The theoretical constructs underlying this research are the exemplary leadership theory, motivation, hygiene theory and organizational commitment. A cross-sectional, field survey of 553 head nurses and staff nurses was conducted to assess exemplary leadership. Hypotheses were tested using pair-t-test and Pearson's product moment correlation coefficient.

The results revealed that head nurses had job satisfaction in the moderate level in the motivation factor and hygiene factors. Commitment to the organization was at a moderate level but organizational commitment was at a high level by their self report but it was in the moderate level when it was assessed by the staff nurses. There was a difference at the level of significant ($p\text{-value} \leq 0.000$) when their results are compared. By using Pearson's product moment correlation coefficient to analyze the relationship, it was found that exemplary leadership of head nurses was correlated with job satisfaction, which had a moderate level of positive correlation, and organizational commitment had a low level of positive correlation at 0.01 of significance ($r = 0.542$ and 0.264 respectively)

The results suggested that head nurses should have training and developing the exemplary leadership on their own by asking staff nurses co-participate in the implementation, open the opportunity for them to established the target, set the working roles clearly, including to develop the relationship to have collaboration, assign the important job to implement, administer, advancement support to have progressive in implementation by set the training, academic meeting and leave for the higher education for development and knowledge for nurses performance to increase their efficiency. That will make staff nurses value the organization, have job satisfaction and commitment to the organization.

KEY WORDS: EXEMPLARY LEADERSHIP / HEAD NURSES / JOB SATISFACTION / ORGANIZATION COMMITMENT / STAFF NURSES / GENERAL HOSPITALS

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ภาวะผู้นำที่นำเอาอย่างของหัวหน้าหอผู้ป่วยที่มีผลต่อความพึงพอใจในงานและความยึดมั่นผูกพันต่อองค์กร
ของพยาบาลประจำการ โรงพยาบาลทั่วไป ในภาคเหนือ (EXEMPLARY LEADERSHIP OF HEAD
NURSES AFFECTING JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF
STAFF NURSES IN GENERAL HOSPITALS IN THE NORTHERN OF THAILAND)

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บทคัดย่อ

การวิจัยครั้งนี้เป็นการวิจัยเชิงพรรณนา มีวัตถุประสงค์เพื่อเปรียบเทียบภาวะผู้นำที่นำเอาอย่างของ
หัวหน้าหอผู้ป่วย ด้วยการให้คะแนนตนเองและโดยพยาบาลวิชาชีพที่ปฏิบัติงาน พร้อมทั้งตรวจสอบ
ความสัมพันธ์ ระหว่างภาวะผู้นำที่นำเอาอย่าง ความพึงพอใจในงานและความยึดมั่นผูกพันต่อองค์กรของ
พยาบาลประจำการ โรงพยาบาลทั่วไป ในภาคเหนือ การวิจัยครั้งนี้ประกอบด้วย ทฤษฎีภาวะผู้นำที่นำเอาอย่าง
ทฤษฎีการจูงใจและอนามัย และความยึดมั่นผูกพันต่อองค์กร การประเมินสภาพภาวะผู้นำที่นำเอาอย่างกระทำ
โดยสำรวจแบบตัดขวางกับหัวหน้าหอผู้ป่วย และพยาบาลที่ปฏิบัติงาน จำนวน 553 คน การทดสอบ
สมมติฐานใช้ทดสอบด้วย ค่าที และสัมประสิทธิ์สหสัมพันธ์แบบเพียร์สัน

ผลการวิจัย พบว่า พยาบาลประจำการมีความพึงพอใจในงานอยู่ในระดับปานกลาง ทั้งด้านปัจจัยจูง
ใจและปัจจัยค่าจูง ความยึดมั่นผูกพันต่อองค์กรในระดับปานกลางเช่นเดียวกันภาวะผู้นำที่นำเอาอย่างของ
หัวหน้าหอผู้ป่วยจากการประเมินตนเองอยู่ในระดับสูง ประเมินโดยพยาบาลประจำการอยู่ในระดับปานกลาง
เมื่อเปรียบเทียบกัน พบว่าแตกต่างกันอย่างมีนัยสำคัญทางสถิติ ($p\text{-value} \leq 0.000$) และเมื่อวิเคราะห์ค่า
สัมประสิทธิ์สหสัมพันธ์ พบว่าภาวะผู้นำที่นำเอาอย่างของหัวหน้าหอผู้ป่วยตามการรับรู้ของพยาบาลประจำการมี
ความสัมพันธ์เชิงบวกในระดับปานกลาง กับความพึงพอใจในงานอย่างมีนัยสำคัญทางสถิติและมี
ความสัมพันธ์เชิงบวกในระดับต่ำ กับความยึดมั่นผูกพันต่อองค์กร อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.01
($r = 0.542, 0.264$ ตามลำดับ)

ผลการวิจัยมีข้อเสนอแนะ ภาวะผู้นำของหัวหน้าหอผู้ป่วยน่าที่จะมีการอบรมและพัฒนาภาวะผู้นำที่
นำเอาอย่างของตนเองโดยให้พยาบาลประจำการมีส่วนร่วมในการปฏิบัติงาน เปิดโอกาสในการร่วมกำหนด
เป้าหมายการดำเนินงาน มีการกำหนดบทบาทวิธีการทำงานอย่างชัดเจน รวมทั้งน่าที่จะพัฒนาสัมพันธภาพที่
ก่อให้เกิดการร่วมแรงร่วมใจ มอบหมายงานที่สำคัญให้อำนาจการตัดสินใจ ส่งเสริมความก้าวหน้าในการ
ทำงาน การอบรม การประชุมวิชาการ และการศึกษาต่อ เพื่อพัฒนาตนเอง ความก้าวหน้าในวิชาชีพ และนำ
ความรู้ความสามารถในการปฏิบัติงานให้มีประสิทธิภาพมากขึ้น ทำให้พยาบาลประจำการรู้สึกมีคุณค่าต่อ
องค์กร เกิดความพึงพอใจในงานและความยึดมั่นผูกพันต่อองค์กรต่อไป

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CHAPTER 1

INTRODUCTION

Background and Rationale

According to the theory of Input Management that is used in implementation processes to get outputs called 4 M_s which are: Man, Money, Material and Management, it can be seen that human resources are the most important of the four resources management in the organization. How valuable and useful human resources are depends on the development processes, and using the resources properly depends on the appropriate development process and the person's potential. According to the National Economic and Society Development Plan section 9 (2002-2006), building good administrative management in every level will cause long term development that has "MAN" as a center.

In the area of public health, we can see the importance by getting "MAN" to be the center of development. How the public health organization implementation achieves the target depends on the ability of the people and the people's good health depends on the quality and potential of public health employees.

Public health resources consist of many employees such as: doctors, nurses, pharmacists, physical therapists, radiation technicians, etc. Each department has its own responsibility in different ways. Compared with other human resources, the human resources with the highest number in the hospitals are nurses and they are important to the public health work. Nurses have the obligation to provide health services directly to the people who wait for health services and also are the leaders of nursing teams to promote health prevention campaigns. Nursing treatment and rehabilitation for the people and communities focus on the people to live better and

have a good quality of life. They are focused on the people and family as the center to accept the strategic policies of the Comprehensive Health Assurance in the present day.

The general hospital is the health service provider location that has objectives and targets for the quality of life of the people's health, whether physical or mental. In the health service system, the nursing department is important in hospital development in providing the services. It is the department that has the most human resources and is closer to the patient more than any human resources in the hospital. They have a lot of duties in nursing and are important to the human life. The nursing department structure has the character of decentralization of the responsibilities to be able to manage the job efficiently. Therefore, nursing administrative level is separated into 3 levels which are: Top management level is the chief of the nursing department who has the responsibility for the entire department in planning, coordinating, controlling and the methods to achieve the nursing standard objectives. Next is the middle management level which consists of inspection nurses who have the responsibility for inspection or orientation. This administrative level has the responsibility to take care of at least 2 wards, assist the head nurse in nursing management and in servicing the patient. They are the ones who receive the policy from the nursing department to the head nurse. The last level is the first line management which consists of head nurses.

A head nurse is the first line of management in nursing management (Clark and Shea, 1979). She has the responsibility for nursing implementation for the entire operational level of the ward. To enter the position of a head nurse can be done when they have the position, the ability to be a leader and good clinical skills. A head nurse must be the one who has knowledge, nursing skills, communication and be able to work with other employees. Moreover, she must have flexibility in working, direct and lead the other employees, and be open minded.

According to the government's policy to reduce government hiring (Kulaya Tantipalacheeva and Songsri Kittiraktrakool, 1998) and consider to dissolve or replace with less manpower when the position is available from retirement or early retirement due to receiving higher compensation than usual. Moreover, many hospitals are developing their quality continuously under the Hospital Accreditation

system certified to be the trustworthy department to satisfy the service users and return to use the next service. These are the conditions that push the head nurse who has direct responsibility in ward management, which is the center of every kind of health service, to be responsible for the implementation of employees under their management to have maximum efficiency through administrative management. She uses leadership as the main factor (Tappen, 1995) to manage human resources, who may be confronted with high pressure conditions from the job and increased job responsibilities, to be able to work with willingness, enthusiasm, diligence, innovation and job satisfaction and to have commitment as a part of the organization, that will result in an efficient job according to the target. Therefore, a chief nurse should realize the importance of the nursing team management's good behavior. It was found that the head nurses or operational management who is the first line of management, who is closest to the staff nurse, are the representatives of the organization. Representatives of the organization must have appropriate leadership.

Leadership in the new mission has a perspective which is concerned with the person as a human being. Value systems and beliefs are always related in the new process (Baker, 1991). There are advantages in the new mission of the leader such as: to have power over the followers to be able to implement much more than expected, which makes employees have job satisfaction also (Young, 1992), increase motivation level and willingness to work, as well as have brand loyalty and commitment (Kouzes & Posner, 1995). Staff nurses should have efficient developed leadership to be updated to the present day to make employees or professional nurses work with satisfaction (Dubrin, 1984:54).

Kouzes & Posner (2002) presented the conditions that make leaders follow the new mission, which is to practice leadership behavior in 5 aspects that he got from the experience in a study. The best leadership character is successful leadership and exemplary leadership according to the opinion of the follower towards the leader. According to the leadership study, leaders and followers must work together. Leaders cannot work alone, they need cooperation from the followers and followers cannot cooperate with each other to achieve the target efficiently if there is no leader. Five aspects of exemplary leadership concept lead to the actual practice and are appropriate to the rapidly changing situation in the present day. The leader's behavioral practices

are: 1) Model the way 2) Inspire a shared vision 3) Challenge the process 4) Enable others to act 5) Encourage their heart. When leaders practice the five exemplary leadership behaviors, it will cause changes and create new ideas and growth in the organization. It is not only a step forward not waiting for the problem to occur but also causing the subordinates to increase their motivation level in working, willingness to work, commitment to the organization and creating efficiency for the task and organization. Therefore, the leadership concept of Kouzes & Posner is in line with the current changing conditions and is appropriate for the leaders to use in order to motivate the followers to develop the organization.

Mc Neese – Smith (1995) used the behavioral concept of Kouzes & Posner to study different groups which are: Seattle Hospital, a community hospital and Los Angeles Hospital, which is a network hospital of the college. The head nurses and shift nurses found that staff nurses have an average point in learning in the 5 aspects of leadership behavior in the college hospital which is higher than the community hospital at the level of significance of 0.05. Moreover, it was found that head nurse behavior has a significant relationship with commitment to the organization and satisfaction to the job of the shift nurse.

In order to manage the ward, the head nurse must be able to motivate or stimulate every nurse to do their job responsibility at their maximum capability. Job satisfaction is the most important factor for the efficiency of the organization (Linkert, 1980:5). Because satisfaction can increase interest in the job, to increase enthusiasm in working also increases productivity. On the other hand, if the employees are not satisfied in their job, it will result in a lot of damage. Therefore, administrators must have a method to practice in order to make the employees satisfied their job. Researchers have studied the satisfaction level of the implementing nurses by using the satisfaction in Motivation – Hygiene concept (Herzberg, Mausner & Synderman, 1993)

Researchers are interested in analyzing exemplary leadership because it is the concept that was studied from experiences of leaders which are personal best characteristics of the successful leader which should be followed in 5 aspects. It is the direction that can be practiced. Therefore, this research is a comparative analysis of the head nurse's leadership as perceived by the staff and working nurses by using the

concept of Kouzes & Posner to provide the opportunity for self-report and let professional nurses who work close to the head nurse assess the comparison. If the results show that the perceptions are in line, then it is useful for the head nurse to develop her leadership to be a more efficient leader, and if they have differences in perception, but both of them can find the difference in perception useful. Like Danham – Taylor & Klafehn (1995) who presented that different perceptions will lead to the right direction of improvement to be the data to improve the behavior of the head nurse leadership and to make the staff nurses understand the leadership behavior of the head nurse just as the head nurse intended to behave, which affects the professional nurses to have commitment to the organization and be satisfied with their job.

Research Objectives

General Objectives

To analyze exemplary leadership of the head nurses that affect job satisfaction and commitment to the organization of working nurses in general hospitals in the Northern Region.

Specific Objectives

1. To analyze exemplary leadership of head nurses by their own perception and of staff nurses' perception at general hospitals in the Northern Region. To compare exemplary leadership of the head nurses according to their perception and staff nurses' perception in general hospitals in the Northern Region.
2. To analyze the job satisfaction and commitment to the organization of staff nurses in the general hospitals in the Northern Region.
3. To analyze the relationships among the exemplary leadership of the head nurses by the perception of staff nurses with the job satisfaction and commitment to the organization of staff nurses in the general hospitals in the Northern Region.

Research Hypothesis

1. Exemplary Leadership of professional nurses in the position of head nurse by their own perception and the perception of professional nurses who are working in general hospitals in the Northern Region are different.
2. Exemplary leadership of professional nurses in the position of head nurse by their perception of staff nurses has a positive relationship with job satisfaction of staff nurses in general hospitals in the Northern Region.
3. Exemplary leadership of professional nurses in the position of head nurse by the perception of working professional nurses has a positive relationship with the commitment to the organization of staff nurses in general hospitals in the Northern Region.

Definition of Research

General hospitals in the Northern Region means regional hospitals that have 200-500 beds and have the capability in treatment service next to the central hospital. They have the responsibility to service the people in the cities and rural areas. A general hospital must have a General Ward, OB-Gyn Ward, Medical Ward, Surgery Ward, and Pediatric Ward. They are general hospitals under regional hospitals, Office of the Permanent Secretary of Ministry of Public Health area 1, 2, and 3 which is a total of 6 hospitals. The general hospitals are: Nakornpink Hospital, Lampoon Hospital, Prae Hospital, Narn Hospital, Payao Hospital, Chiengkam Hospital, Srisangwan Hospital, Somdej Phrajaotaksin Maharaj, Mae Sod Hospital, Sukhothai Hospital, Srisangworn Hospital, Petchaboon Hospital, 17th Sombij Sangkaraj Hospital, U-Thai Thani Hospital, Kampaengpetch Hospital and Pijit Hospital.

Exemplary leadership means head nurses who use the art of stimulating or motivating professional nurses to work and be dedicated in their job to achieve the same goals. Exemplary leadership has 5 aspects as follows: 1) Model the way, 2) Inspire a shared vision, 3) Challenge the process, 4) Enable others to act and 5) Encourage the heart.

Model the way means feeling or perception of head nurses that they are leaders who discipline themselves, value working together as a unit, have the same method of working and assist each other when problems occur.

Inspire a shared vision means feeling or perception of head nurses that they have a far vision to perceive trends and direction of the nursing organization in the future, provide opportunities for subordinates to participate in setting the implementation targets of the unit and transmitting this to the subordinates to perceive the vision.

Challenge the process means the feeling or perception of the head nurses that they are the leaders of change in unit development and improvement to have new creative items in working. They dare to risk and accept mistakes in working.

Enable others to act means feeling or perception of the head nurses that they respect people and give their subordinates honor and support them to have coordination and trust in each other in working.

Encourage the heart means the feeling or perception of the head nurses that they admire their colleagues, accept the opinion of subordinates and support them to have skills and knowledge in working.

Head nurse means a professional nurse who is registered to work as a professional in first class nursing and midwifery, who work in the position of head nurse or unit chief who has been providing nursing services to patients for at least 1 year.

Staff nurse means a professional nurse who is registered to work as a professional in first class nursing and midwifery who works in the position of head nurse or unit chief, who has been providing nursing services to patient for at least 1 year.

Commitment to the organization of the professional nurse means the feeling that show close relationship of each staff nurse as one and relates as a part of the hospital which is: be able to rely on and accept the targets and values of the organization and willingness to dedicate themselves to achieve the organization's targets.

Confidence and accepting the targets and values of the organization means the professional nurse who works with confidence and accepts targets and values of the organization which are concerned with and related to the employees to have targets and harmonize values with other members in the organization and feel that they own the organization.

Willingness to dedicate themselves to achieve the organization's target means professional nurses dedicate themselves and are willing to work on the mission in

their roles and responsibilities that they have received to achieve the targets of the organization.

Organization membership maintenance means professional nurses who have extreme desire to work in the organization for a long time for the organization to achieve its goals and do not think of quitting or changing to a new job even they get the same job in another organization or someone convinces them to quit.

Satisfaction in professional job means satisfaction level of the person who has good attitude to get the benefits to respond to their needs fairly and appropriately, whether motivating or hygiene factors.

Motivating Factors means the factors that stimulate the person to reach the destination they need such as:

Job Achievement means the person is able to solve the problems and achieve the target of the job.

Recognition and respect means receiving the trust in order to achieve the targets and receiving praise.

Work Itself means details of the job under their responsibility such as: job quantity, difficulty or ease of the job, dedication and creative ideas.

Responsibility means paying attention and intending to work and having authority in working.

Job Advancement means to get promoted to the higher position as an employee in the organization.

Opportunities for growth in the organization means to receive development in knowledge, ability and skills from implementation as well as opportunities to increase qualifications and knowledge from trainings and study trips.

Hygiene Factors means the factors that support implementation to achieve the targets such as:

Policy and Administration means development plan setting to get the maximum benefits. It is providing opportunities for the superiors to participate in job development and receive the authority in decision making in their responsibility areas, clear job assignment, and easy communication and up to date and fair.

Supervision means abilities and methods that superiors use to manage the unit who is working efficiently and accept the ability to solve the problems reasonably and appropriate and clear job assignment.

Peer Relationship means relationship among superiors, subordinates and co-workers by communication, whether verbal or non-verbal, which shows good relationship with each other and being able to work together and understand each other very well.

Salary and Benefits means money that is received every month that was established by the Civil Service Commission including wages and other benefits such as shift rate and all of the leaves.

Working Conditions means facilities, convenience and device or equipment that supports smooth implementation.

Personal Life means the good or bad feeling which results from the job.

Professional Status means that career is recognized by the society as honorable and prestigious.

Security means secure to work in the unit as long as one wants if one can implement at his/her maximum ability and have the job that makes one's life secure.

Research Variables

This research has 2 characteristics:

Independent Variables such as: exemplary leadership of head nurse in 5 aspects:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart.

Dependent Variables such as:

Commitment to the organization which consists of:

1. Confidence and acceptance of the targets and values of the organization
2. Willingness to dedicate oneself to achieve the organization's target.
3. Organization's membership maintenance

Job Satisfaction of professional nurses consists of:

Motivating Factors:

1. Job Achievement
2. Recognition
3. Work Itself
4. Responsibility
5. Job advancement
6. Opportunities for job growth

Hygiene Factors:

1. Policy and Administration
2. Supervision
3. Peer Relationship
4. Working Condition
5. Salary and Benefits
6. Personal life condition
7. Professional status
8. Security

Concluding Chapter 1, researcher mentioned the background and rationale of the problems, research objectives, research variables, research definition and concept of the research in the topic of “Exemplary Leadership of Head Nurse Affecting Job Satisfaction and Organizational Commitment of Staff Nurses at General Hospitals in the Northern Region” to be the direction in the research. Researcher got this concept from literature review that will be presented in Chapter 2.

Researcher explains the relationship among Independent and Dependent Factor

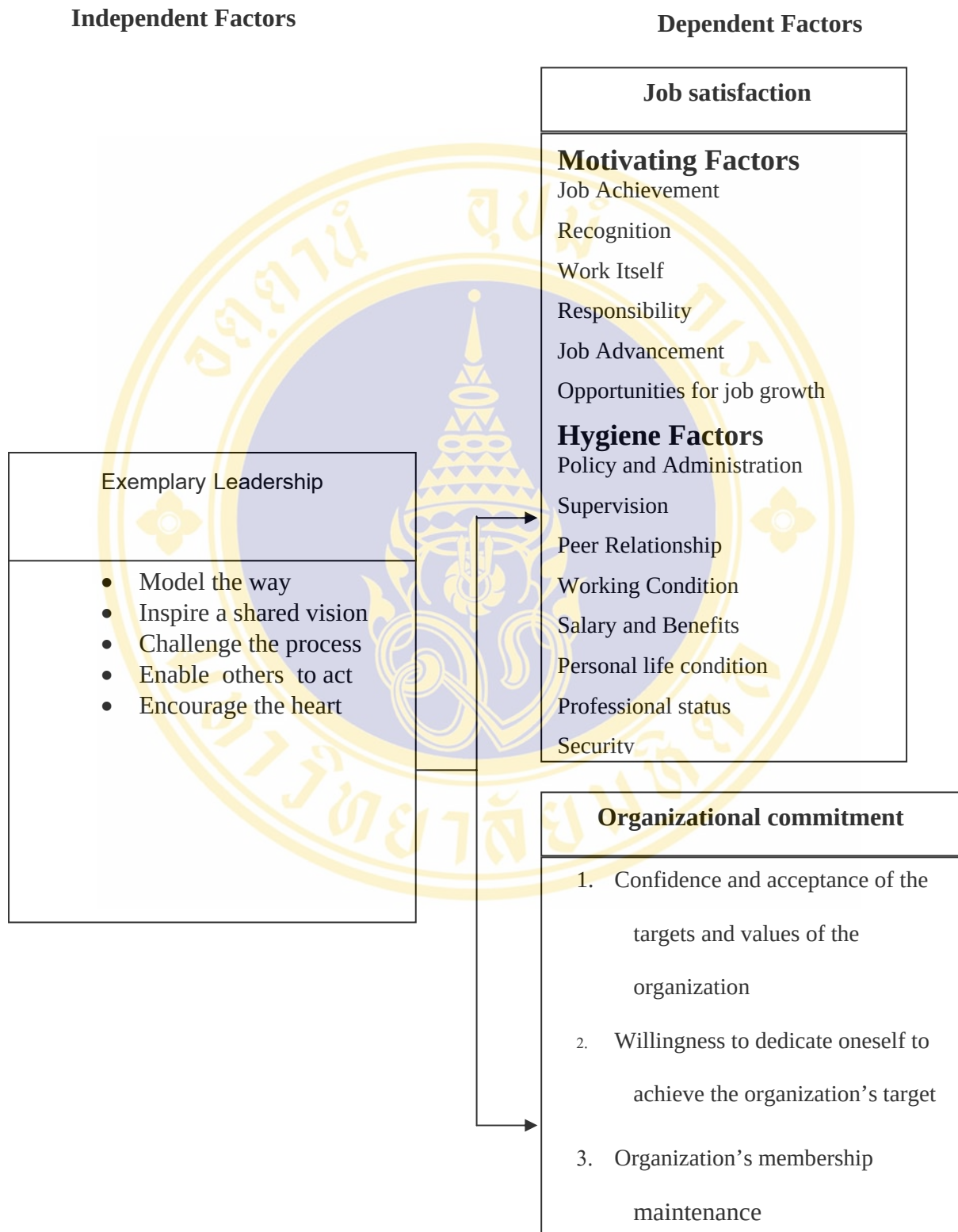


Figure 1: Research Concept in the topic of “Exemplary Leadership of Head Nurses Affecting Job Satisfaction and Organizational Commitment of Staff Nurses in General Hospitals in the Northern Region.”

CHAPTER 2

LITERATURE REVIEW

Related theories and research that studied the leadership behavior of head nurses and job satisfaction, commitment of staff nurses at the ward, consists of the following topics:

1. Concept, theory and definition of leadership.
2. Concept, definition and theory of commitment to the organization.
3. Concept, definition and theory of job satisfaction.
4. Relationship among the head nurses' leadership behavior with job satisfaction and commitment of professional staff nurses.
5. Related research

Concept, theory and definition of leadership

Leadership is a general topic that is recognized as interesting and challenging, at the same time the word "leadership" has been categorized in many definitions in different ways. To understand the fundamentals of a leader and leadership, researcher studied and gathered research as follows:

Leader and leadership have different meanings and there are many people who have given the definition of a leader as follows:

Sermsak Wisalaporn (1997) mentioned that a leader is the person who has one of the five characteristics as follows:

1. Has a role or authority over the persons in the department more than any other person.
2. Has a higher role than other persons.
3. Has the most important role in the unit compared to the others.
4. He is the one who was selected among other persons to be a leader.
5. He is a leader of the group.

Fiedler (1967) mentioned that a leader is the person in the group who is assigned to control or coordinate the activities of the group to lead the subordinates to accept and follow the objectives of the leader.

Halpin (1966) mentioned that a leader is the person who is the chief of the job, who has a higher role or authority than other persons or may have management position by appointment or elected by their roles to command the group to implement and run the operation of the unit to achieve the planned target.

Gouldner (1950) mentioned that a leader is the one who has status and roles that are recognized as the chief status to do the same activities.

We can conclude that a leader is the one who was assigned by appointment or elected and accepted by the members to have authority in the group to be able to motivate, lead or direct its members to collaborate to accomplish the task of the group.

Therefore, a leader is the one who has the ability to make other persons willing to do what they need, which depends on the behavior of each leader. Leadership behavior is the apparent of the leader's ability to lead the group to do the activities according to the planned targets.

Hersey, Blanchard and Johnson (1996:91) mentioned that leadership is the process that uses the authority towards the person or group to have activities operating with effort to achieve according to the target under the established situation.

Kouzes and Posner (1995:30) mentioned that leadership is the art of making other persons do whatever they want to get whatever they need together.

Burns (1978) mentioned that leadership is the condition that will change the one who is assigned to be a leader who has vision to achieve and create power to other persons to join the vision and leadership is to change the person who has position in management to have basic roles in daily operation without vision.

Bass (1981) mentioned that leadership is the center of group process as the characteristics and result of the characteristics is the art to make other persons follow in the form of motivation rather than by force to be the topic of using authority. A leader is the one who uses power to set the behavior of the group members to achieve the target as the result of interpersonal relationship. It is playing different roles and duties to have new projects.

Koonte, et al, (1980:662) mentioned that leadership is the process of using authority and using the art of motivating other persons to make them achieve the group's target.

We can conclude that leadership is the process of a person to support other persons or group to work together in order to achieve the result according to the established target.

Therefore, leadership is the action or operation of leader to use art to stimulate and gather the help of the co-workers to have needs in working with dedication in order to achieve the target.

Exemplary Leadership

Kouzes and Posner began the research about leaders in 1980 by setting open-ended questions about the characteristics of a leader that followers look for and have faith in the leader from more than thousand of the administrative from department from public and private sectors and analyzed the answers, categorized into the group, added new characteristics to get 20 questions and sent the question to the groups in 4 continents, totaling more than 20,000 answers. It was found that the survey results in 1987 and 1995 have the same characteristics of leaders in the top 4 levels which are:

1. Honest; in every survey found that selected characteristics of leaders has honest the most, it meant that they want to follow the one that they have confidence in. The person who should get respect from subordinates must show trustworthiness from leader.
2. Forward Looking is the ability to see the future which is to set or choose the target or vision of the department.
3. Inspiring; followers expect that leaders must be the ones who are enthusiastic, have power, have a good attitude about the future and be able to communicate the vision of the department.
4. Competent; in working, subordinates will cooperate with the leader who can bring them to the front.

A leader who has the mentioned trust will build belief in the followers to learn that a leader must be trustworthy, have expertise and is the one who can change all the time. When followers believe that the leader has high trustworthiness, it will make the follower to be proud to tell anyone that they are part of the organization, be conscious

to work as a team, have their values in line with the organization, commit to the organization, feel that they own the organization, have loyalty and increase ability in working.

In 1987, Kouzes and Posner (2002) studied behavioral experiences of the leader which are the personal-best characteristics of the leader who can turn “crisis” into “opportunities” until the target is accomplished. It was found that the successful leader is the one who finds the opportunities to work with the challenging job which causes changes, new creative ideas and progress in the job. He believes in the human ability to learn, to adapt and can progress in the job. A leader is not only interested in future situations only but also have love, pride, is solicitous, friendly, and kind to subordinates as family members. A leader will not force or control but will promote or support which will create trust. A leader is not only the one who has respectable characteristics but also is the one who has enthusiasm, concentrates on the target and is trustworthy. Everyone can be a leader by learning and self-training. Leadership behavior is the process that a leader uses as the power to motivate to have ability over the follower.

Kouzes and Posner tested leadership by surveying the personal -best behavior experiences and what methods they do to create the standard of excellent leadership in each person in 1983, a total of 550 samples. They wrote the book called “The Leadership Challenge” in 1987. After that, there were data surveys from the manager group again, a total of 780 persons and in-depth interviews from devoted leaders, 42 persons and get additional from mid and high level manager from public and private sectors, community leaders, leaders, students, church leaders, government leaders and other leaders who did not have a management position, total 8 years. They analyzed the personal-best leadership and developed the prototype of leadership along with a leadership development tool called “The Leadership Practice Inventory” to measure the open-minded leaders and initial test of the leaders, a total of 3,000 persons. The results revealed that there is no fixed leadership pattern and the practices of the leaders are not constant. Kouzes and Posner concluded in the research that there are exemplary practices of the leader that will cause employees to work the best and have loyalty to the organization in 5 aspects which are:

1. Model the way

2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

The mentioned 5 practices of the exemplary leader are the fundamental behaviors for another leader to learn. These issues are called “10 Practices of Exemplary Leadership” which is going to be the guideline to find the conclusion about methods that a leader uses to build the excellent job in the organization.

10 Practices of Exemplary Leadership	
Regulations	Commitment
Modeling the way	1. Find your own voice by finding your own personal values. 2. Set the sample by having the same practice by sharing the same vision.
Inspiring a shared vision	3. Create future vision by creating imagination, by exciting and assigning higher tasks. 4. Ask for cooperation from other person to create Vision together by motivating from values, ambitions and highest wishes.
Challenging the process	5. Find the opportunities by trying to get progressive, Improvement direction that leads to the changes and develop new things. 6. Test and take some risks from small things and learn from mistakes.

Enabling others to act

7. Support to have cooperation by having supporting target to coordinate and trust each other.

8.Want other persons to have power by sharing authority and thinking over carefully.

Encouraging the heart

9.Accepting the participation by showing the excellent values.

10. Celebrates the values and victory that was created from the community.

The practices of exemplary leadership

A good leader should have exemplary leadership practices in 5 aspects as follows (Kouzes & Posner, 2002):

1. Modeling The Way - a leader should practice the following:

Always set an example of the value together. A leader will have clarity in the philosophy of leadership, have her own values, create the standard of excellence and set the value together to be the direction in decision making and working direction in the organization. A leader should practice what she expects from other persons. The important thing is to do what she says or promises and has organization determination and also inspects her own actions. Co-workers always check how things are going according to the agreed principles and standards, get the feedback to be the direction to be able to do according to what it should be, which will make the leader trustworthy and be a good role model.

Begin from small successes which will support the progress confidently and build up commitment. A leader will start new things whose quality is everyone's duty and it must start from herself. She has to choose from the things that can be practiced, set the targets that can be achieved, have concise and careful planning and set the working schedule and regulation in following up to make the work smooth, easy and quick. She should let workers work at their full capacity and then keep developing little by little to reach the target step by step confidently and create commitment simultaneously.

2. Inspiring a Shared Vision - a leader should practice the following:

Imagination and Improve the future picture, a leader will do according to her judgment. A leader will discuss about future trends that affect the work in the organization that will convince other persons to show imagination about the future in an exciting manner, create their own image of the organization, draw the future image of the organization as it should be and set them as visions which are going to be targets and implementation direction of the organization.

Search for the vision together with values, benefits, hope and dreams. A leader will search for the people who will accept and support the vision by showing to other persons that the future imagination, dream, values, hopes and benefits in the long term can come true by setting the vision together. The leader must be enthusiastic to see the possibility of a positive picture, believe in what he does and say from the bottom of his heart confidently, which aims for a higher purpose and objective of the job clearly and be able to explain the future picture fascinatingly. Then the acceptance will occur followed by support.

3. Challenge the process; a leader should implement the following:

Search for opportunities to challenge, to change, improve, develop and be the first to do something new. Leaders will search for the opportunities to find the challenging job to test their skills and their own abilities. It is the opportunity to do something different which causes the changes and start new things and make the organization flourish. The leader will support internal motivation, challenge the colleagues to search for something new and new working methods even if they have never done that before. He will always search for new methods of changing from outside the organization to improve their routine jobs.

Experiment, dare to risk and learn from mistakes. A leader will experiment and dare to risk even when there is a chance of failing to be an example for other persons to follow. A leader is the one who begins to defeat the obstacles even when the result is not yet clear and what he does is not what he expected. He will accept mistakes or failures that happen to be opportunities for learning.

4. Enabling Others to Act, a leader should practice as follows:

Build up the coordination among each other by supporting to have the same target and building up the trust. A leader builds up the cooperation with each other by being

concerned with the target in working together and building up trust by beginning to trust the colleagues first and then they will give the trust back. A leader will develop relationships to create collaboration among the implementers. She will listen carefully to the opinions and suggestions in various points of view. She will also respect personal things and honor other people.

Develop the persons by delegating power, providing options, and developing their ability by assigning important jobs as well as providing concrete support. A leader will develop people by delegating power, expanding authority, building up heroes from colleagues, making colleagues feel that they have power and can accomplish the task. A leader will provide the concrete support to the implementers so that they can make decisions by themselves as well as provide the options and freedom to make a decision in working to the implementer. The leader will also support the implementers to progress in the job by letting them learn new skills and by self-development.

5. Encouraging the heart, a leader should practice the following:

Accept participation of the person's accomplishment in every project in every period of time. A leader is ready to admire the one who accomplishes the task and the one who is committed to the values together as an example openly. A leader will express confidence in the ability of the implementer and make sure that they will receive an award as part of the project when it is done. It will make the implementer excited, enthusiastic and put more effort which is to increase the job efficiency.

Always celebrate the team, a leader will realize that the accomplishment of the team is the result of the cooperative endeavor of everyone in the team. Therefore, a leader will find ways to celebrate in many styles to support everyone to have enthusiasm periodically. She will express her impressions sincerely and provide full support to assist the team members.

In conclusion, exemplary leadership has the good personal characteristics that should be done or behavior that builds up the prototype of values together is a good role model for the colleagues, to have clarity in the philosophy of principle of leadership and related to the continuous processes in order to increase their skills in working and personal skills. Build up visions with others in the organization by showing the values of benefits. They have the dream to challenge to search for opportunities, growing, changing, testing, daring to risk and learn from the mistakes

that happen. They will support cooperation, aim for the target, build up trust, decentralize power, assign important missions and give support, accept every employee to have participation. In every success of the projects there is always praise and celebration of the success of the team. Moreover, the implementation by the 5 fundamental aspects of exemplary leadership will result in good leadership in other persons as follows:

- Have more efficiency in meeting the job assignment
- Success in order to present the job result to top management
- Build up high efficiency team work
- Revive new obligation and loyalty
- Increase motivation level and willingness in working
- Support family relation in the higher level
- Increase finances and expand the level of gift offering
- Reduce absenteeism rate, turnover rate and rotation rate of employees
- High level of trust

McNeese – Smith (1995) used the leadership behavior concept of Kouzes & Posner to study different sample groups which are Seattle Hospital that is a community hospital and Los Angeles Hospital that is network hospital. It is a study of the head nurses and staff nurse. It was found that Head nurses had average point in their own leadership behavior perception in 5 aspects, higher than community hospital at level of significance of 0.05. In terms of encouraging the heart, staff nurses had average points in leadership behavior perception of head nurses in the college hospital which is significantly higher than the community hospital at 0.05 in terms of challenging the process, inspiring shared vision and modeling the way. Moreover, it was found that behavior of the head nurses had a significant relationship with the commitment to the organization and job satisfaction. The results revealed that 14 staff nurses reported that head nurses used one or more leadership practice and also found that positive leadership behavior of the head nurse who has authority to the commitment of the organization such as: the usage of leadership skills that focus on teaching/education, support, has positive authority, has open communication, always gives praises/says thank you, has vision and is a role model. It also found the

negative leadership skills of the head nurses who have authority to the organization such as: feeling that they like or not the support they receive, do not solve the problem of the department, communication problems and do not trust the head nurse's management. It was also found that 7 staff nurses reported that head nurses use one or more leadership skills and found that positive leadership skills of the head nurse who has authority to the satisfaction in the job such as: give praise/ say thank you, to see each other in person, provide the assistance. Negative leadership of the head nurses which has authority to the job satisfaction were also revealed, such as: did not receive acceptance/ support, did not listen to the opinion, keep their eyes on the staff nurses when it is in crisis, general administrative management and communication problems. There are changes in commitment to the organization which is close relationship characteristic of each person that shown to be one and concerned to be a part of the organization, they believe that there is acceptance in target and values of the organization, willing to devote the effort to work for the benefits of the organizations and wishes to maintain the status as the member of the organization (Mowday, Steers & Poster, 1979)

According to the mentioned concepts, researcher chose the exemplary leadership concept of Kouzes and Posner that is the concept that studied the exemplary leadership by the follower's opinion and the accuracy of the questionnaires was in the acceptable range which used alpha of Cronbach in their perception of leadership behavior practice questionnaire was between 0.71 – 0.85 and other persons' perception was between 0.82 -0.92. Under the leadership study, leader and follower must be together. Leaders cannot work by themselves and follower cannot cooperate with each other to achieve the target efficiently if there is no leader. The 5 aspects of exemplary leadership concept has the directions which can be practiced and are appropriate to the rapidly changing condition in the present day when leaders practice these 5 aspects of exemplary leadership. It will cause the changes and begin the new creative ideas, build up the progress to the organization which is a step ahead without waiting for the problems that might occur. It also increases motivation level in working, devote themselves in working, have commitment to the organization which causes the maximum efficiency of the jobs and organizations.

Concept, definition and theory of job satisfaction

The present management attends to the perception and mind of the employees in the hope that it will push them to have job satisfaction, devote themselves to the job to make the organization receive the excellent job from them (Thongsri Gumpoo Na Ayuddhaya, 1997:153). Satisfaction is one of the variables that indicate the efficiency of the organization and Shermershorn (1996:42) presented that the dissatisfaction caused the employees to quit from the organization and affected the productivities which are the core of management for those who practice and do the job willingly and efficiently. Therefore, in the organization that has good operation; employees will be satisfied in the job, love their job and have loyalty to the organization.

Definition of Job satisfaction

There were people who presented the definition of Job Satisfaction as follows:

Robbins (2003:142) and Soytrakul Attramana (2002:134) presented that job satisfaction is an attitude of each person concerned with their job. Persons will have high job satisfaction when they have a good attitude towards the job, while the persons who are not satisfied with the job will not have a good attitude towards the job.

Theppanom Muangman and Sawing Suwan (1997:100) presented that job satisfaction is the condition of satisfaction or condition of the person who has positive feelings due to the assessment from that person's experience. However, the person's feeling of liking their job comes from physical and mental that is the most important to survive or complete their life. The things that are incomplete during the presented job have something to do with the expectation that will be the basis of satisfaction or dissatisfaction.

Luthans (1995:126) presented that there are 3 important dimensions about satisfaction in the job, which are: 1) Job satisfaction is the response of the feeling about the job 2) Job satisfaction is to make a decision on how to get good results and beyond expectation 3) Job satisfaction represents attitude.

Vroom (1994:99) presented that job satisfaction is the result that the person has in participating in the job that they are doing, positive attitude will show the satisfaction condition of the job.

Glimmer (1971:252-253) and John (1992:137) presented that job satisfaction of the job related to the internal factors such as: motivation and external factor such as reward. Both factors focus on important factors in order to create motivation and job satisfaction of each person.

Applewhite (1965:8) presented that job satisfaction is story of the person which is personal feeling in working. Job satisfaction has a wide definition which include the physical environment in working such as: to be happy when they work with the colleagues who they can get along with, have good attitude towards the job and income satisfaction.

Strauss & Sayles (1960:119-120), Yoder and Others (1985:6) mentioned that job satisfaction is the satisfaction in the job that they are doing and willing to practice on this job to achieve the established objectives of the organization. Person will be satisfied in working when that job gives him usefulness in terms of material and mental and be able to respond to his basic needs.

Herzberg, et. al mentioned that satisfaction is the feeling or attitude of a person to the job that they are doing which is the result from responsiveness from sufficient motivating and hygiene factors.

We can conclude that job satisfaction means to have a good feeling, willingness or have a positive attitude towards the job that one is doing according to how it responds to physical and mental needs which affects to the person to have job satisfaction.

Related Theory of Job Satisfaction

There were many academic experts who presented job satisfaction as follows:

Maslow's Theory of Human Motivation; there are 4 initial hypotheses as follows:

1. To meet the needs or to satisfy which is in the increasing level.
2. Structure or needs of most people are complicated which affects each person's behavior.
3. The higher needs will not happen when the low level of needs are not met.
4. There are methods that can respond to the needs more.

According to theory of Maslow, the hierarchy of needs is divided into 5 steps as follows:

1. Physiological Needs
2. Security or Safety Needs
3. Social or Belonging Needs
4. Esteem or Status Needs
5. Self Actualization or Self Realization

Expectancy Theory of Victor H. Vroom

There are many important factors by the expectancy theory of Vroom. The first factor is expectation of something that is going to happen affect the selection of the factor. The second factor is to combine 2 factors together. The third factor is expectancies and valences.

Expectancies mean expectation or forecast that the person will receive the result as they need. Expectation value or forecasting value is between 0 to 1, it means that they do not believe that they will get the result as they expected. If the expectation value or forecast value is 1, it means that they have confidence that they will get the result as they want.

Valences means satisfaction or the likeliness of each person in some of compensation or likeliness which may have positive or negative value. If anyone is satisfied, then likeliness will have value as 0.

Herzberg Motivation Theory

Herzberg presented Motivation-Hygiene Theory or Two Factor Theory that has similar characteristics to Maslow's theory or Herzberg's theory that focus on working climate and environment to support the employees to have job satisfaction and have willingness in working. Herzberg, Mosner and Synderman (1959:113-115) studied about the working attitude which they got from interviewing 200 accountants and engineers from 9 places in Pittsburgh about what makes employees satisfied more or less in their job by asking the interviewees to recall good times and bad times in working. It sought to find the reasons why the interviewee answers questions like that. Moreover, they asked about job satisfaction whether results of working have a relationship with lifestyle or not. According to the result of the interview, it was

found that there were factors that related to good feelings and bad feelings of the interviewees that can be separated into 2 categories, which are:

1. Motivation Factor is the direct stimulating factor that makes a person satisfied in his job and brings in positive attitudes to like and love his job. They will try to get the result which will make the persons in the organization work more efficiently. Employees talked about these factors when they feel good towards the job as follows:

Achievement, completion of the job, ability to solve problems, sees the job results, clarity of the job which can be measured from achievement of the target which is on time, ability to solve the problem in working, satisfaction in working.

Recognition means acceptance by the superior, colleagues, and the one who asks for the consultation or person in the department which can be in terms of admiration, congratulations, to make them willing, or any expression to accept their abilities when the job is achieved.

Work Itself means good or bad feeling towards the job characteristics. The job is boring, the job is challenging, innovative, or easy or difficult. It can be an interesting and exciting job to make employees have opportunities to learn.

Responsibility means satisfaction that comes from new responsible job assignments and has full authority to take responsibility.

Advancement is an opportunity for subordinates to get adjustment or be promoted to a higher position or get support to have more training, skills and be able to have skills in working and support to have higher education.

2. **Hygiene Factors** mean maintenance factors or supporting factors to have motivation in working all the time. They are protective factor so as not to have dissatisfaction in the job, which are characteristics in the environment or as a part of the job. They may or may not have characteristics that are in line with the staff in the organization. The human resources will not like the job, which is the factor that the employees use as an excuse when they feel bad about the job as follows:

2.1 Company Policy and Administration means management and administrative management of the organization, to authorize power to the person to operate the task until it is done. It also includes verbal communication such as: persons would like to know who they are working for. The policy of the organization must be clear to make the persons work correctly.

2.2 Supervision – Technical means abilities and knowledge of the commander to operate the job clearly on management including willingness or unwillingness of the commander to provide the instructions or assign the responsibilities to the subordinates.

2.3 Interpersonal Relations means relationship condition and to have interpersonal relationship with other persons such as:

2.3.1 Interpersonal Relationship Supervisor means to see and discuss, to learn the job from the commander, support from commander with honesty, willingness to listen to suggestions from subordinates, trust subordinates.

2.3.2 Interpersonal Relations – Peers means discuss, friendly, learn the job from the group and feel as a part of group.

2.3.3 Interpersonal Relations Subordinate means discuss and have interpersonal relationship that shown good relationship to each other.

2.4 Salary means compensation from working such as: wages, salary, compensation including benefits, supporting benefits that are appropriate to the salary and salary scales.

2.5 Working Condition means physical environment condition in working such as: light, weather, equipment, cleanliness of the working place and others including equipment preparation in working to be enough to work all the time.

2.6 Security means feeling of the person who is secure in working, secure in the organization, secure in all of their working period, working characteristics that is not too risky. The secure job is appropriate to be motivation in working. If there is no job secure in working which is concerned to the satisfaction it will cause unsatisfied in job.

Principles of Motivation Factors Improvement of Herzberg can be concluded into 2 topics that are:

1. To improve motivating factors cannot prevent or cannot get rid of dissatisfaction in the job but can increase job satisfaction.

2. Hygiene Factors can prevent or can get rid of dissatisfaction in the job but will not increase job satisfaction. It can be concluded in theory of Herzberg as in Figure 2.

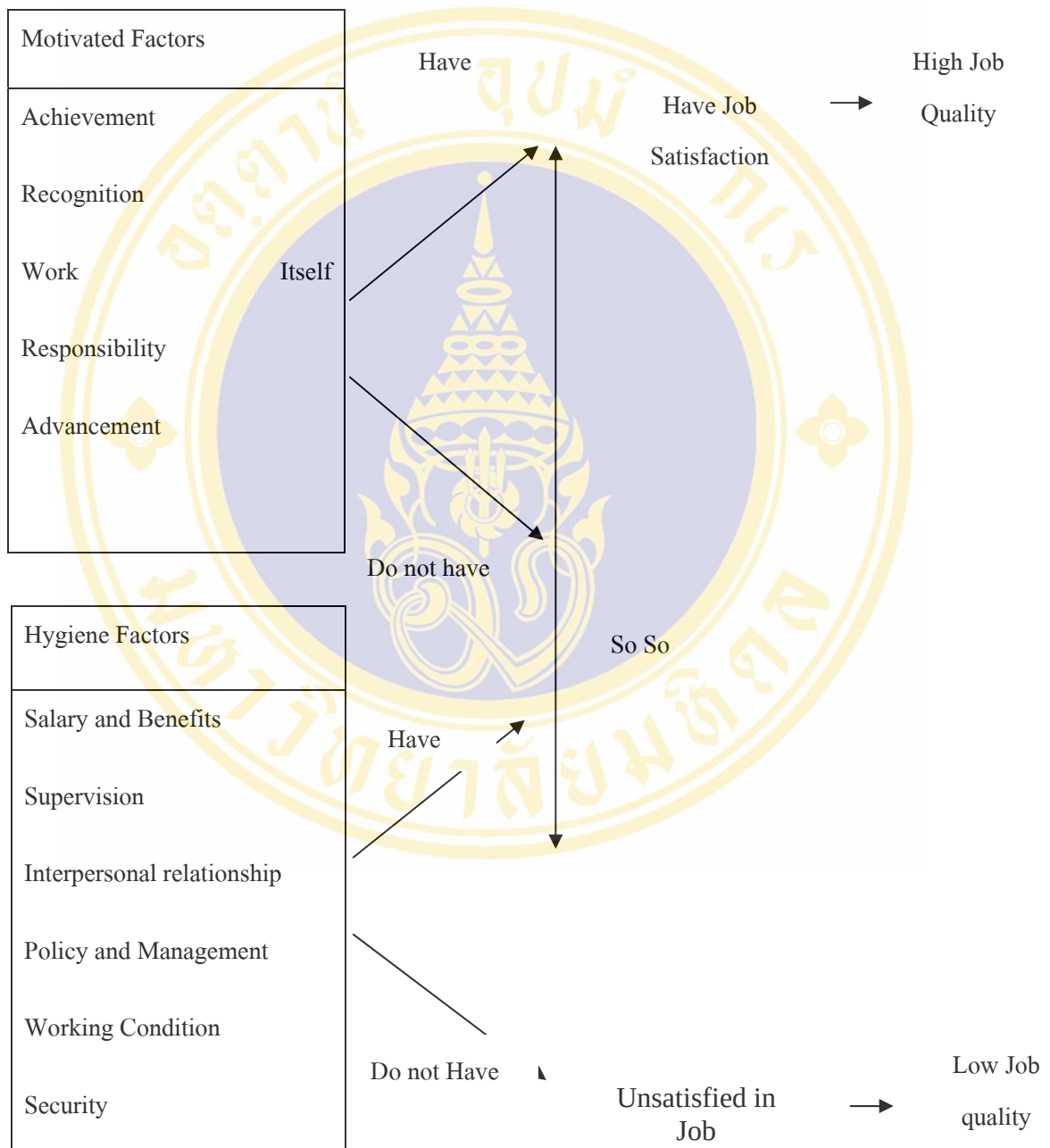


Figure 2: Relationship of motivation factors and hygiene factors to job satisfaction or job dissatisfaction.**Sources:** Successful Supervision by Jackson, J.H&Keaveny, T.J.NewJersey: PrenticeHall, 1980:50.

Therefore, job satisfaction is a variable that affects the part of the job that is important to the nursing implementation because a nurse who has job satisfaction must create direct benefits to the service users. When the organization can satisfy the person in the job, it will make the persons have commitment to the organization.

Concept, definition and theory of commitment to the organization

Commitment to the organization is the variable that interested the researcher group, therefore we can use this variable to study with other sample groups in the main characteristics and follow the variables because commitment to the organization is important to working behavior of the member and to the efficiency of the organization. If the person has commitment to the organization, there will be behavior that will affect the success of the target.

Concept of commitment to the organization began from Reward – Cost Notation which appears in terms of exchange in abstract and concrete. After that it developed the conceptual framework in Reward – Cost Notation and used the fundamental of Sample Exchange Paradigm in order to build Side Bets Theory which is the important topic of this theory which is to consider the commitment to the organization is the result from what people compare and weigh if they quit from the organization. What will they lose from being a member since they have been member for a while that cause investment which is called Side Bets that may appear in the form of time, physical and intelligence. Therefore, the people who come in to work or the longer they have been members of the organization means that their investment is increasing and it is the cause of difficulty to make a decision to quit from the organization. If they would like to quit it means to lose much more than what they gained. (Becker, 1960). Because of these effects, they are considered “Side Bets” variable as one of dimension that has relationship or affects the commitment. After that there was an academic expert who studied the outcome of commitment.

Definition of Commitment to the Organization

The academic experts defined the meaning of commitment to the organization in many ways as follows: Mowday, Steers & Porter (1979 :224), Northcraft & Neale (1994:401) and Luthans (1995 :130). They mentioned that commitment to the organization means the attitude of the worker who behave as part of the organization and have values that are in line with other members and are willing to devote their

physical and mental capacities to implement for the organization. These attitudes are different from commitment to the organization due to the membership of the organization. Normally, behavior of the employees to the commitment to the organization is focused on the willingness to achieve the organization targets also, which consists of 3 following issues:

1. Extreme belief and acceptance of the targets and values of the organization.
2. Willingness to pay attention to the organization.
3. Wishes to maintain the membership in the organization

Hrebiniak & Alutto (1972:55) mentioned that commitment to the organization means unwillingness to omit the organization whether income, freedom status of career or to have more colleagues.

Mayeroff (1971:108) mentioned that commitment is the respect at the same point between doing the thing they want and the things that they expected to do which is important to take care and have the same standing point.

Sheldon (1971:143) mentioned commitment to the organization as an attitude of the employees that is linked to their uniqueness to the organization. Implementer who has commitment to the organization will work carefully to achieve targets of the organization.

Due to the consideration of the commitment to the organization as mentioned above, we can see that many academics have the concept of commitment to the organization in 2 aspects as follows:

1. In the aspects of behavior is the person who has commitment because they are afraid of losing their benefits in working investment at the organization, if they quit to work somewhere else. This concept will see the commitment to the organization consistently in working and continuity of working without changing jobs. Academic experts who have this behavioral concepts are: Steers & Porter (1984) and Becker (1960)
2. In the concept of attitude is the person who has commitment and related to be a part of the organization, wishes to maintain the status of organization's membership and is ready to pay attention to work to achieve target of the organization. It is the concept that has many people have studied. The

academic experts who have the concept in this attitude is Sheldon (1971), Buchanan 2nd (1974) and the result of studying found that this aspect has people study the most which is Mowday & Porter (1979) and found that this commitment is much more than loyalty which is the organization's member will devote themselves for the happiness of being together in the organization also.

In this research of commitment to the organization, researcher studied the attitude concept of Mowday and Porter (1979) who mentioned commitment to the organization into 3 specific aspects as follows:

1. Extreme belief and acceptance of the targets and values of the organization, it is a positive attitude of each person to the organization that is human resources will believe, accept the target and value of the organization, have self value similar to the organization and believe that this organization is the best organization that they want to work for. Human resources who have commitment to the organization will have commitment to the job and are ready to work and want to have participation and are enthusiastic in any activity of the organization (Steers, 1984).
2. Human resources has fully attention to protect the benefits of the organization which is why they will pay their energy and power to help the organization they achieve and have willingness to devote themselves for the happiness to work together of the people in the organization.
3. Have an extreme wish to maintain the membership of the organization are human resources' that has loyalty to the organization, are proud of themselves as a members of the organization and are ready to tell other people that they are a member who does not want to work with other similar job or get more compensation.

In conclusion, commitment to the organization is an attitude of the individual person who has shown himself to be part of the organization and have loyalty to the organization which can be expressed by:

1. Extreme belief and acceptance of the targets and values of the organization.
2. Willingness to pay attention to achieve the target of the organization.

3. The need to maintain the membership of the organization.

Commitment to the organization is an individual attitude that has relationship with the organization, if the person has self attitude that they are a part of the organization. At the same time, they will do what is usefulness to the organization and never think of leaving the organization. Commitment is important to the organization and human resources directly. Administrator is the one who is important in building the commitment to the organization by studying the composition that is commitment to the organization such as: personal characteristics, job satisfaction etc. When human resources has commitment to the organization, it will be affected in the ability in working, reduce absenteeism and turnover rate (Northcraft & Neale (1994:401), Luthans (1995:131-132), Robbins (1998:142-143) and the important thing is to make the organization have higher performance. Commitment to the organization takes a long time, it happens slowly, and then it should start from building up commitment to the organization to human resources start from new employees orientation.

How to Measure Commitment to the Organization

Mowday, Steers and Porter (1979:224-247) developed the Commitment to the Organization Measurement Tool called "Organization Commitment Questionnaire" or OCQ. The tool has 15 questions which is in the area of commitment to the organization. Each message is a multiple choice in order to assess the value into 7 levels by Likert Scale which are: Strongly Agree, Moderately Agree, A Little Bit Agree, Not Sure, Disagree A Little Bit, Moderately Disagree and Not Agree At All and separated the message into positive and negative.

Relationship among Head Nurses' leadership with job satisfaction and commitment of professional staff nurses.

Nursing quality is important to the nursing profession and to the nurse who is professional human resources of the hospital who provide the roles in taking care of nursing efficiently (Wilson & Laschinger, 1994). Head nurses are the persons who work close to the working nurse. So they are important person to the working nurse. In order to use their leadership, head nurses have a direct affect on the working climate, building up the encouragement and motivation in working. The professional nurse who is in the position of head nurse can make the working nurse willing to work

with the ability and by the ability that they have and with willingness. Satisfaction will make people happy to the work carefully, willingly and use their full power to achieve by the objectives. Then the commitment to the organization follows. These factors affect the professional nurse to have satisfaction in their job and to be willing to spend their energy, devote themselves and are loyal to the organization when they are working (Steer & Porter, 1991) which creates the nursing quality at the end.

Related research

Table 1: Conclusion of the related research

Author	Objectives	Method	Result of Study
Wilson Barbara (1994)	Studied commitment to the organization and perception and power authority of head nurse.	Cross-sectional Study	It was found that behavior of head nurse has a positive correlation to the job satisfaction at the level of significance of 0.05 ($r=0.48$) and have positive relationship to the commitment of the organization of staff nurses at the level of significance of 0.05 ($r=0.47$)
Mary Krugman (2003)	Studied, assessed and developed the leadership of head nurses.	Survey Research	It was found that shift head nurse had different leadership at the level of significance at .05 ($F=13.88$). Moreover, shift head nurse and professional nurse who worked in the shift had significantly different job satisfaction at 0.5 ($F=4.81$)

Author	Objectives	Method	Result of Study
Chananan Rod Ngam (1999)	Studied the leadership of head nurse that affect to the job satisfaction of professional nurse at the General Hospital area 2.	Cross- Sectional Study	It was found that leadership has relationship to the job satisfaction at level of significant at .05.
(McNeese – Smith (1995)	Study the behavior of leader to job satisfaction and commitment to the organization.	Cross- Sectional Study	It was found that leadership of head nurse has positive relationship to job satisfaction and commitment to the organization of staff nurses at level of significant at 0.05.
Vera Demun (1999)	Studied the implementation of Sub District Public Health offider and leadership of Health Station chief in Pijit province.	Survey Research	It was found that implementation of Sub District Public Health offider and leadership of Health Station chief in Pijit province has relationship at level of significant at .05.

Author	Objectives	Method	Result of Study
Methinee On Nom (1999)	Studied the leadership of head nurses and commitment to the organization of Mahanakorn, Chiangmai.	Cross- Sectional Study	The result found that leader behavior has relationship to the commitment to the organization at level of significance .05 ($r=0.29$)
Keerati Rungjaeng (2000)	Studied leadership of district health center and job satisfaction in working of Health Center Chief in Suphanburi.	Cross- Sectional Study	Result found that leadership of district health center and job satisfaction in working of Health Center Chief at level of significance .05
Li Yueh Chen.(2004)	To test the relationship between changing in condition leader behavior and commitment to the organization, relationship test between leadership behavior and commitment to the organization	Cross- Sectional Study	Changing in condition leadership behavior and commitment to the organization, relationship test between leader behavior and commitment to the organization has relationship at the level of significance .05.

Author	Objectives	Method	Result of Study
Jiraphan Poon Eing (2000)	Job satisfaction of the nurses at Study Community Hospital in Chai Nart	Cross- Sectional Study	Total of nursing job satisfaction was in mid level that the factor that cause in the high level is successful of the job they are doing, job characteristics, responsibility, relationship among people which was 44.7%, 45.4%, 55.9% and 38.2% respectively.
Juree Utsaha (1999)	Commitment to the organization of staff at the hospital under disease control, the Ministry of Public Health.	Cross- Sectional Study	Job satisfaction of staff nurses was in mid level. When we look in each aspect, it was found that responsibility, job accomplishment , working condition and security was in the high level which is 67.8%, 77.6%, 60.8% and 63.3% respectively.
Saranya Changniam (1998)	Studied the level of job value of district public health officers in Nonthaburi	Cross- Sectional Study	It was found that most of district public health officers had job value in high level which is close to Muang Sub district, outside subdistrict and in every position.

Author	Objectives	Method	Result of Study
Benjaluk Satumthira (2003)	Leadership that has efficiency of head nurse at the hospital under the control of the Ministry of Defense.	Cross- Sectional Study	It was found that exemplary leadership is important to job management and other implementation of the organization smoothly, have efficiency and brought leadership to use to build up commitment to the staff nurses that will create the maximum efficiency to the jobs and organization.

According to the literature review, researcher reviewed documents, concepts, theories and related research in this research in Thailand and other countries including other research that are concerned or close that was found that can link to be the guideline in this research as follows:

Conclusion

In this literature, researcher reviewed the documents, concepts, theories and related research by presenting concepts and exemplary leadership theory of Kouzes & Posner which has 5 aspects: 1) Model the Way, 2) Inspired a shared vision, 3) Challenge the process, 4) Enable others to act and 5) Encourage the heart. Job satisfaction from the theory of Herzberg consisted of motivation factors and hygiene factors that cause the satisfaction and commitment to the organization by the concept of Mowday, Steers and Porter which are 1. Extreme belief and acceptance of the target and value of the organization 2. Willingness to spend heart and energy for the organization to achieve 3. The need to maintain the membership in the organization. In terms of details, methods in the research will be discussed in Chapter 3.

CHAPTER 3

RESEARCH METHODOLOGY

Population and Sample Group

Population in this research is professional nurses who have been working in the position of head nurse for at least 1 year and professional nurses who have worked under the direction of the mentioned head nurse for at least 1 year at the General Ward at general hospitals in 3 Northern districts which have 16 hospitals and a total of 3,224 professional nurses. It can be separated into 185 head nurses and professional nurses who work at the ward 3,039 nurses.

Sample Group; calculate the sample group to be representative of research population at this time use the sample group calculation from Rosner (2000: 463) as follows:

Sample Group Size

$$n = [(Z_{1-\alpha} + Z_{1-\beta})^2 / Z_o^2] + 3$$

When $n =$ **Sample Group Size**

$$Z_{1-\alpha} = 1.96$$

$$Z_{1-\beta} = 1.64$$

$$Z_o = \frac{1}{2} \log \frac{(1+r)}{(1-r)}$$

r = relationship value among fixed and followed variable by using the previous research data of Methinee Jit On Norm (1999) who studied the leadership of head nurses and commitment to the organization of staff nurses and the conclusion was $r = 0.29$.

We can place value in the formula:

$$\frac{\frac{1}{2} \log (1+0.29)}{(1-0.29)} = -0.3719$$

$$n = \frac{(1.96+1.64)^2}{(-0.3719)^2} + 3$$

$$= 93.70+3$$

$$= 96 \text{ Nurses}$$

Therefore, sample group who is head nurses was 96 nurses and set the number of Head Nurses to the professional nurses as 1:5 (Ob Eire Hiranrat (1999). Total of the professional nurse under the head nurse was 480 nurses including sample group that was in this study, a total of 576 nurses by the sample group in this research was Stratified Random Sampling that is shown in figure 3.

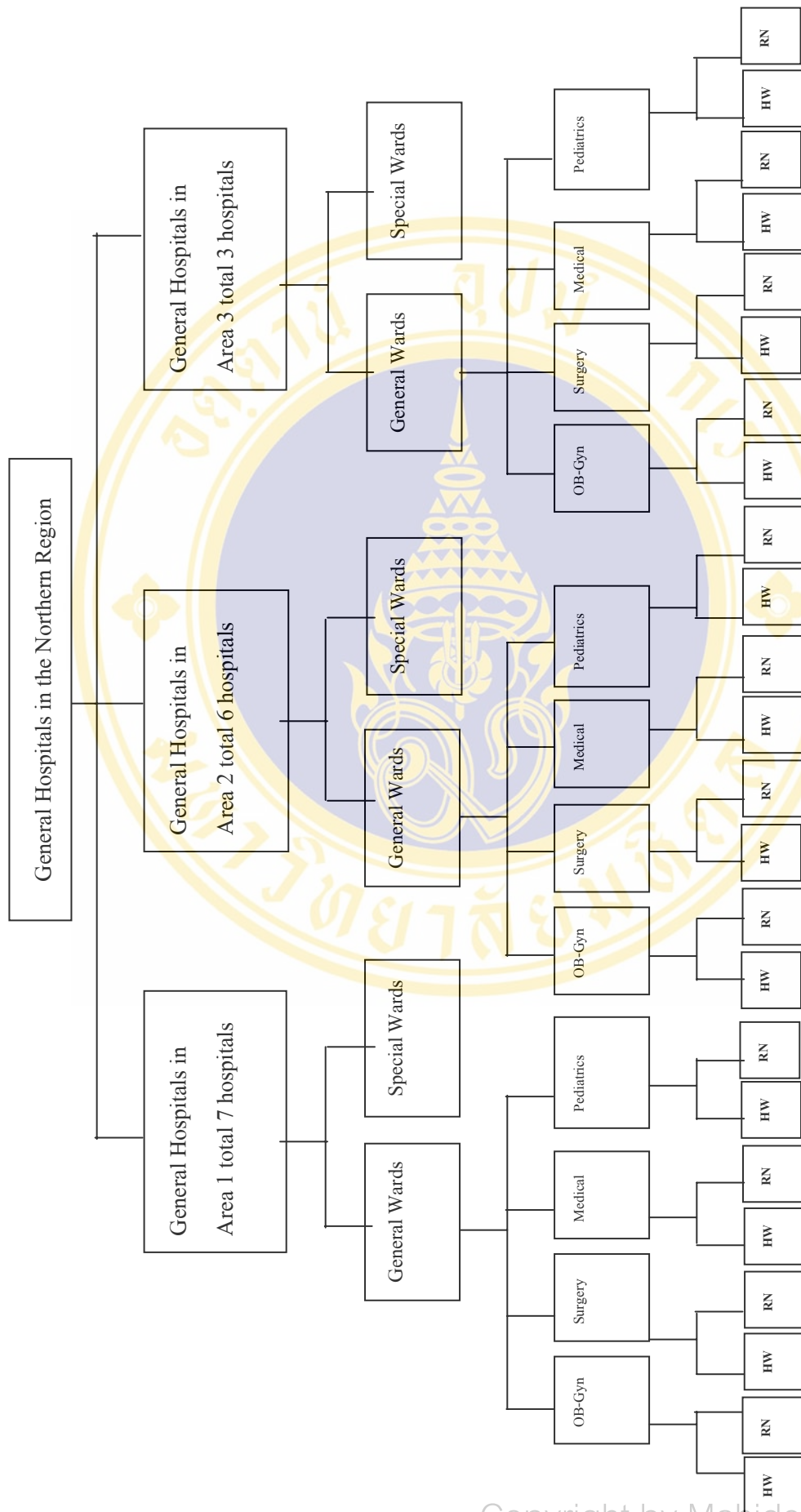


Figure 3 Sample group classifications

TABLE 2: Population and sample group separated by general hospitals in the Northern Region with 3 districts as follows:

Hospital Separated by District Area	Professional Nurses			
	Head Nurses		Staff Nurses	
	Population	Sample Group	Population	Sample Group
District 1				
1. Nakorn Pink General Hospital	13	6	273	30
2. Lampoon General Hospital	13	6	186	30
3. Prae General Hospital	19	10	273	50
4. Narn General Hospital	21	11	254	55
5. Payao General Hospital	11	6	245	30
6. Chiang Kam General Hospital	11	6	143	30
7. Srisangwarn General Hospital	5	3	108	15
District 2				
8. Somdej Pra Jao Taksin Maharaj General Hospital	8	4	111	20
9. Mae Sod General Hospital	7	4	174	20
10. Sukhothai General Hospital	8	4	195	20

Hospital Separated by District Area	Professional Nurses			
	Head Nurses		Staff Nurses	
	Population	Sample Group	Population	Sample Group
11. Srisangworn General Hospital	10	5	145	25
12. Petchaboon General Hospital	17	9	196	45
13. 17 th Somdej Pra Sangkaraj General Hospital	9	5	139	25
District 3				
14. U Thai Thani General Hospital	9	5	178	25
15. Kampaengoetch General Hospital	10	5	188	25
16. Pijit General Hospital	14	7	231	35
Total	185	96	3039	480

Research Tools

Research tool that were used to collect data was questionnaire for professional nurses in the position of head nurse and working professional nurses.

Questionnaire for the professional nurse in the position of head nurse is separated into 2 sections as follows:

Section 1: Personal Data Questionnaire consists of Age, Gender, Marital Status, Education, Working Duration at the hospital, Period in the current position, salary and job where the nurse belong to.

Section 2: Exemplary Leadership of the professional nurses in the position of head nurses by their own perception. Researcher translated from Kouzes & Posner leadership practice questionnaire a total of 30 questions. Every question has positive definition. In order to assess the exemplary leadership in 5 aspects, in which each aspects has 6 questions as follows:

1. Model the Way Question: 1, 6, 11, 16, 21, 26
2. Inspire a shared vision Question 2, 7, 12, 17, 22, 27
3. Challenge the process Question 3, 8, 13, 18, 23, 28
4. Enable others to act Question 4, 9, 14, 19, 24, 29
5. Encourage the heart Question 5, 10, 15, 20, 25, 30

The characteristics of questions are closed ended question of Kouzes & Posner that has answers to choose from in the ratio value of 10 levels. Researcher has answer to pick in the proportion of 5 levels by the concept of Likert scale due to 10 level has similar level. To make everything clear researcher would like to have only 5 levels as follows:

- 5 means Practice the exemplary leadership **The Most.**
- 4 means Practice the exemplary leadership **More.**
- 3 means Practice the exemplary leadership **sometimes.**
- 2 means Practice the **exemplary** leadership **less.**
- 1 means Practice the exemplary leadership **the least.**

Point calculation of Exemplary Leadership questionnaire of Professional Nurse in the position of Head Nurses was divided into 5 levels = 0.8 by ratio.

Average Point	Leadership of Head Nurses
1.00 - 1.08	The Least
1.81 - 2.61	Less

2.62 - 3.41	Sometimes
3.42 - 4.21	More
4.22 -5.00	The Most

Questionnaire of Working Professional Nurse separated into 4 sections as follows:

Section 1: Personal Data Questionnaire consists of Age, Gender, Marital Status, Education, Duration of working at the Hospital, Duration of current position, Salary and nursing department that they are under.

Section 2: Exemplary Leadership of Professional Nurse Questionnaire in the position of head nurse by the perception of working professional nurses. The content of the questionnaire is similar to the professional nurse, it adjusted only in pronouns that were used in each message to fit the sample group.

Section 3: Satisfaction in Professional Nurse Job Questionnaire, the tool that was used in this research is the questionnaire that researcher modified from the Motivation and Hygiene Factor of Herzberg, Mausner & Synderman (1959: 143-146) that has a total of 15 questions.

Achievement	Question 2
Recognition	Question 1
Work Itself	Question 12
Responsibility	Question 9
Job Advancement	Question 4
Growth	Question 3
Policy and administration	Question 10
Supervision	Question 8
Interpersonal Relationship	Question 6-7
Salary and Benefits	Question 5
Working Condition	Question 11
Personal Living	Question 13
Professional Status	Question 14
Security	Question 15

Rating Scale; there are 5 answer to choose from and the rules of scoring are as follows:

<u>Answer</u>	<u>Points</u>
The Most Satisfaction	5
More Satisfaction	4
Medium Satisfaction	3
Less Satisfaction	2
The Least Satisfaction	1

The score calculation of Job Satisfaction of Working Professional that can separated satisfaction into 5 levels = 0.8 which calculate from the ratio.

Average Point	Leadership of Professional Nurse
1.00 - 1.08	The Least
1.81 - 2.61	Less
2.62 - 3.41	Medium
3.42 - 4.21	More
4.22 -5.00	The Most

Section 4: Question of Commitment to the organization of working Professional Nurse. This section used the measurement of Mowday & Porter et. al (1979). The questionnaire has 14 questions which is divided into 3 aspects as follows:

1. Trustworthiness and target acceptance and value of the organization; Question 1,2,3,4,5.
2. The need to maintain membership in the organization; Question 6,7,8,9,10.
3. Willingness to spend their time trying to work for the organization; Question 11,12,13,14.

The positive question has a total of 9 questions: Question 1,2,4,5,6,8,10,13 and 14.

The negative question has total of 6 questions: Question 3,7,9,11,12 and 15.

The question characteristics that is close ended has answer to choose from in the ratio of 5 levels as follows:

5 means strongly agree, agrees with the message the most.

4 means to agree more, agrees with the message in more level.

3 means moderately agree, agrees with the message in the mid level.

2 means less agree, agrees with the message in the less level.

1 means the least agree, agrees with the message in the least level.

Scoring of the questionnaires are as follows:

Positive Message	Negative Message	
5	1	When answer is Strongly Agree
4	2	When answer is more agree
3	3	When answer is in mid level
2	4	When answer is less
1	5	When answer is the least.

The calculation of commitment to the organization separated into 5 level = 0.8 by calculate from the ratio.

Average Score	Leadership of Head Nurse
1.00 - 1.08	The Lease
1.81 - 2.61	Less
2.62 - 3.41	Moderate
3.42 - 4.21	More
4.22 -5.00	The Most

Tool quality inspection

1. Content Validity; inspected by bringing the complete questionnaire to the adviser and 3 academic experts (see details in Appendix A) to inspect the validity and appropriateness in collecting data and improved by the recommendation of the experts before use.

2. Reliability; inspected by bringing the questionnaire that was inspected for validity to try out with head nurses who have been working in the position for at least 1 year and professionals at Park Chong Na Na Hospita who have been working forl at least 1 year, a total of 30 nurses and found the reliability by using the Cronbach'sAlpha Coefficient, the result of reliability to get each question value of relationship of Exemplary Leadership questionnaire in the range of 0.40 – 0.90, the reliability of this questionnaire is 0.97. Relationship value of each question of Job Satisfaction questionnaire is in the range of 0.32-0.65, reliability of this questionnaire = 0.85 and relationship of each question of commitment to the organization is in the range of 0.03 -0.55 and reliability of this questionnaire = 0.74 (See detail in Appendix C)

Data Collection

1. Asked for the introduction from the Graduate School to ask for the cooperation in collecting data from the director of the general hospital in Northern Thailand, a total of 16 hospitals to ask for permission to collect data.
2. Coordinated with the group leaders of nursing department at general hospitals, totaling 16 hospitals to explain the objectives of the research and sent the questionnaire by mail and attached the empty envelope with same number as the sample group of each hospital and sent it back to the Nursing Group Chief and asked for the assistance to send the questionnaire to the sample group including making appointment date and time to send back the questionnaire by mailing with no payment.
3. When researcher received the questionnaires back, researcher inspected the completeness of the data and set the table to analyze data and then analyze data to present the period of data collection.

Ethical Issues

1. Followed the rules of risk protection strictly.
2. Explained the surrender to give information to know the methods and answered the questions to the benefits and something that may happen during the process of research.
3. Received permission from every research participant.

4. Research participant has the right to give up the participation at anytime for any reason.
5. Questionnaire that was sent back and analyzed will be kept for at least 5 years.
6. The one who answered did not receive any wages in this research.
7. The information of name, last name, working place and personal data of the respondents will not be announced /disclosed.

Data Analysis

Researcher analyzed data by computer:

1. Descriptive Statistics by analyzing the personal data, exemplary leadership of professionals in the position of head nurse, Job Satisfaction and commitment to the organization of working professional nurses by splitting the frequency into percentage and average.
2. Inferential Statistics; analyzed the relationship among exemplary leadership in the position of head nurse by the perception of working professional nurse and commitment to the organization of working professional nurse that was analyzed by Pearson's Correlation Coefficients.

In conclusion in Chapter 3, researcher mentioned the format of descriptive research, population in the research is professional nurses who have been in the position of head nurse for at least 1 year and professional nurses who have been under the supervision of the mentioned head nurse for at least 1 year in general ward at general hospital in Northern Thailand, total of 3 areas, 16 hospitals with 576 sample group of nurses.

Tools that were used in the research were the questionnaires for the position of head nurse and professional nurse questionnaires, exemplary leadership of professional nurse in the position of head nurse by their own perception questionnaire, researcher translated from Leadership Practice Inventory Questionnaire of Kouzes & Posner which consisted of 30 questions and Exemplary leadership by their own perception of professional nurse questionnaire and Job Satisfaction of the working professional nurse are the questionnaire that researcher created by improving from the previous job satisfaction questionnaire to be in line with the studied sample group

total 20 questions. Commitment to the organization of working professional nurse questionnaire used the measurement of Porter et.al, total 15 questions. The tool inspection for the content validity that was tested with head nurses at least 1 year and professional nurse who have worked with the head nurses for at least 1 year at Park Chong Nana Hospital with the variable of Cronbach which is more or equal to 0.8.

Data were collected at the general hospitals in Northern Thailand with a total of 16 hospitals, coordinated with the Head Nurse Group Chief and sent the mail along with the empty envelope with same number as the sample group at the hospital and wrote the return address of the researcher. Data were analyzed by using the Pearson's Coorealtion Coefficient at the level of significance 0.05. Data that were collected were processed to analyzed. The results will be presented in Chapter 4, discussed in Chapter 5 and the results and recommendations will be concluded in Chapter 6.

CHAPTER 4

RESULTS

In the data analysis of research results in the topic of “Exemplary Leadership of the Head Nurses that Affect the Job Satisfaction and Organizational Commitment of Staff Nurses in the General Hospital in Northern Thailand”, from a total of 96 head nurses, 480 staff nurses, that was total 576 sample group, researcher gathered data by the questionnaire. The collection period was from 16 May – 31 June 2003 and received a total of 533 completed questionnaires or 96% which consisted of 94 Head Nurses or 97.92%, 549 staff nurses or 95.63. The results will be presented as follows:

Section 1: Personal characteristics of the professional nurses in the general hospitals in the Northern Region.

Section 2: Job satisfaction of the staff nurses.

Section 3: Commitment organization of staff nurses.

Section 4: Exemplary leadership of the head nurses by their perception and staff nurses' perception.

Section 5: Comparison of the difference among leadership of the head nurses by their own perception and staff nurses' perception.

Section 6: Relationship among leadership of the Head Nurse nurses by the perception of staff nurse to the commitment to the organization and job satisfaction of staff nurses.

Section 1: Personal Data

From table 3, it shows that 100% of the head nurses are women, those with married status are 64.9%, most of them finished bachelor's degree 78.7%, next is master's degree 20.2% and most of them were trained in leadership and nursing management (77.7%). According to the quality data of the head nurses, they studied from seminars, short trainings that the company provided such as: Human Resources

Management, Competency Balanced Scorecard, etc. and Master's degree such as: nursing management curriculum and public sector administration etc.

Most of the staff nurses were women 99.3%, more than half of them were married 53.2%. Most of them graduate in Bachelor degree 93.9%, master degree were only 3.9% and most of them never been to the seminar of leadership and nursing management 82.4%.

From table 4, it can be seen that most of the head nurses 80% were 41 years old and above who have been working at that hospital for a long time. The maximum was 10 years 98.9% and those who received a salary of more than 20,100 baht were 95.7%.

Most of staff nurses 90% were 21-40 years old and above 88% and have been working at that hospital between 5 -10 years the most 76.6% and received a salary between 6,360 – 20,000 Baht were 84.7%.

Table 3: Amount and Percentage of head nurses and staff nurses separated by Gender, Marital Status, Education and Training of Leadership and Nursing Management (n=553)

Personal Data	Head Nurses		Staff Nurses	
	n	%	n	%
Gender				
Male	0	0	3	0.70
Female	94	100	456	99.30
Marital Status				
Single	29	30.90	198	43.1
Married	61	64.90	244	53.20
Divorced/ Widow	4	4.20	17	3.70
Education				
Bachelor's Degree	74	78.70	431	93.90
Master's Degree	19	20.20	18	3.90
Other	1	1.10	10	2.20

Table 3: Amount and Percentage of head nurses and staff nurses separated by Gender, Marital Status, Education and Training of Leadership and Nursing Management (n=553) (Cont.)

Personal Data	Head Nurses		Staff Nurses	
	n	%	n	%
Training of leadership and Nursing Management				
Never	21	22.30	378	82.40
Got Training	73	77.70	81	17.60

Table 4: Amount and percentage of the head nurses and staff nurses separated by the duration of working at the hospital, current position and salary (n=553).

Personal Data	Head Nurses		Staff Nurses	
	n	%	n	%
Age				
21-30 Years	0	0	209	45.70
31-40 Years	19	20.20	194	42.30
41 Years and above	75	79.80	56	12.00
Duration of working at the hospital				
1-5 Years	0	0	109	23.70
5-10 Years	1	1.10	155	33.80
10 Years and above	93	98.90	195	42.80
Salary				
6,360-10,000 Baht	0	0	108	23.50
10,100-15,000 Baht	0	0	173	37.70
15,100-20,000 Baht	4	4.30	108	23.50
20,100 Baht and above	90	95.70	70	15.20

Section 2: Job satisfaction of the staff nurses

From table 5, it was found that job satisfaction level from exemplary leadership of head nurses affected the job satisfaction of the staff nurses in general hospitals in the Northern region. In the big picture, staff nurses had job satisfaction in the mid level ($M = 3.19$, $S.D. = 0.49$). The job satisfaction comes from the one who has good attitude to the job they are working on when the job gives them the benefits that respond to the needs of the person fairly and appropriately, that comes from 2 factors which are: motivating factors and hygiene factors. According to the research, it was found that staff nurses are more satisfied with hygiene factors than motivating factors ($M = 3.21$, $S.D. = 0.53$) which are the factors that support the implementation to be accomplished and build up the satisfaction to the staff nurses to work efficiently. When we looked into each aspect, it was found that:

Motivation Factor stimulates the person to use her effort to reach her needed target. Staff nurses have more satisfaction in the accomplishment of the task that the human resources can solve the problems that occur and achieve the target that is 98.50%. Next was recognition, job growth opportunities, responsibility and progress which is 91.50%, 82.30%, 81.30% and 80.30% respectively. In terms of the work itself, details of the job that are under their responsibilities such as: amount of job, difficulty or ease of the job caused the staff nurse to have less satisfaction 75.30%.

In Hygiene Factors that support the job to be accomplished, the nurses are satisfied in the topic of recognition and acceptance that is the job that was recognized by the society that has honor and prestige 87.20%. Next was security, interpersonal relationship, supervision, personal life, management policy, working condition 85.20%, 82.30%, 73.20%, 64.50%, 63.40% and 48.80% respectively. In the topic of working condition, convenience, equipment that is going to make them work smoothly make them have less satisfaction in 35%.

According to the analysis, it was found that staff nurses have similar satisfaction to the motivation factors and hygiene factor but hygiene factors have a little bit higher satisfaction level than motivation factors and the satisfaction level was in the mid level only. Most of staff nurses were satisfied in the motivation factors which stimulate the person to use his effort to reach the needed target and have more satisfaction in the topic of accomplishment of the human resources who can solve the

occurred problems and achieve the target of working. Some sections have less satisfaction in the topic of work itself because details of the job responsibility has job quantities more or less and occur from the difficulty or ease of the job. In terms of hygiene factors which will support the implementation to accomplish and build up the satisfaction to the staff nurses to work efficiently, staff nurses were satisfied very much in the topic of career status, which is the job that was accepted by the society that it has honor and prestige. It made staff nurses proud of themselves and some part has less satisfaction especially working condition that has less convenience equipment including the equipment that make their work run smoothly.

Table 5: Amount and Percentage of satisfaction level of the staff nurse, average points in each aspects and each question in the general hospitals in the Northern Region. (n=459)

Satisfaction of Staff Nurses			Satisfaction Level									
			The Most		More		Moderate		Less		The Least	
	M	S.D	n	%	n	%	n	%	n	%	n	%
Motivation factors	3.16	0.49										
Recognition			192	41.80	228	49.70	37	8.10	2	0.40	0	0
Job			224	48.80	215	49.70	20	4.40	0	0	0	0
Achievement												
Work Itself			75	16.30	271	59.00	108	23.50	5	1.10	0	0
Responsibility			99	21.60	274	59.70	79	17.20	5	1.10	2	0.40
Opportunity			176	38.30	202	44.00	73	15.90	8	1.70	0	0
for Growth												
Advancement			157	34.20	211	46.00	78	17.00	10	2.20	3	0.70
Hygiene Factors	3.21	0.53										
Financial			54	11.80	239	52.10	147	32.00	16	3.50	3	0.70
Management												
Supervision			103	22.40	233	50.80	107	23.30	13	2.80	3	0.70

Table 5: Amount and Percentage of satisfaction level of the staff nurse, average points in each aspects and each question in the general hospitals in the Northern Region. (n=459) (Cont.)

Satisfaction of Staff Nurses				Satisfaction Level							
		The Most		More		Moderate		Less		The Least	
M	S.D	n	%	n	%	n	%	n	%	n	%
Interpersonal Relationship		133	29.00	244	53.30	73	15.90	15	1.60	1	0.20
Working Condition		35	7.60	189	41.20	182	39.70	49	10.70	4	0.90
Salary and Benefits		40	8.70	153	33.30	189	41.20	58	12.60	19	4.10
Personal Life		73	15.90	302	65.80	84	18.30	0	0	0	0
Career Status		144	31.37	256	55.80	54	11.80	4	0.90	1	0.20
Job Security		122	26.60	269	58.60	54	11.80	4	0.90	1	0.20
Total of	3.19 0.49										
Average point											

Section 3: Commitment to the organization of Staff Nurses

Opinion level from exemplary leadership of head nurses affecting the commitment of the organization of staff nurses in general hospitals in the Northern Region from table 6 revealed that in the big picture of the opinion of the commitment to the organization of staff nurse was in middle level (M=3.07, S.D. = 0.21). Commitment of the staff nurses are the feelings that are expressed towards the organization by the relationship of the staff nurse that is combined to be as one and related as a part of the hospital which consists of 3 aspects, which are: belief and target acceptance and value of the organization, willingness to spend their effort to work for the organization and the need to maintain the membership of the organization. The results showed that staff nurses have levels of opinion to the

commitment to the organization in the aspects of believe and accept the target and value of the organization higher than willingness to spend their effort to work for the organization and need to be a member of the organization (M=3.77, S.D. 2.57) When considered in each aspect, it was found that:

In the aspect of belief and acceptance of the target and values of the organization: Staff nurses have values which are in line with the values of the hospital in the most level 88%. Next was willingness to do the job that they were assigned to work in with this hospital, willing to spend their effort for this hospital to accomplish and good department was 81.30%, 66.50%, 65.40%, respectively but less staff nurses 53.40% have loyalty to the hospital.

In the aspect of willingness to spend their effort to work for the organization: Staff nurses found that this hospital created the inspiration by the way of working the most 85.80%. Next was to be proud to tell anyone that they work in this hospital, feel sorry more than they work at this hospital, be able to work with other hospitals even it is not good and the job characteristics is similar 85.50%, 76.60%, 36.00 and 30.30%, respectively but less of the staff nurses 29.40% thought that they did not get any work benefits in that hospital.

In the aspect of maintaining the membership of the organization: Staff nurses found that this hospital is the best place to work for 86.70%, next was to agree with the policy of the hospital in the contents of human resources 70.10%. Some of the staff nurses had opinion in the level that to work at this hospital is wrong decision making and work with no concerned of the name of the hospital 19.60% and 17.90%, respectively.

From the analysis, it was found that most of the staff nurses believed and accepted the target and value of the organization. Staff nurses felt that they are owners of the organization, had commitment to the organization in the topic of spending their effort and willingness to work to achieve the target of the hospital. Some of them would spend their effort a lot to work for the organization. Staff nurses devoted the physical and mental capacities to work on their assigned mission and have high commitment to the organization. In the topic of being proud of telling anyone that the nurses in this hospital and staff nurses have less commitment to the organization, especially the need to maintain the membership of the staff nurses to

have best wishes to be with the organization in the topic of to be concerned with the name of the hospital.

Table 6: Amount and percentage of the level of commitment to the organization of the staff nurses of total average points and in each aspect in the general hospitals in the Northern Region (n=459)

Commitment to the organization	Level of Opinion											
			The Most		More		Moderate		Less		The Least	
	M	S.D	n	%	n	%	n	%	n	%	n	%
To believe and accept the value of the organization	3.77	2.57										
1. Willing and spend their effort.			150	32.70	255	55.60	50	10.90	4	0.90	0	0
2 .You said the organization is a good place to work.			75	16.30	250	54.50	121	26.90	26	5.70	1	0.20
3.The loyalty to the organization is less.			142	30.90	140	30.50	105	22.90	56	12.20	16	3.50
4. Willing to work with every assigned job.			73	15.90	228	49.70	145	31.60	11	2.40	2	0.40
5. In line value			18	3.90	162	35.30	242	52.70	29	6.30	8	1.70
In the aspect of willingness to spend their effort to work for the organization.	2.75	0.24										
6. To be proud to work here.			97	21.10	221	48.10	131	28.50	7	1.50	3	0.70

Table 6: Amount and percentage of the level of commitment to the organization of the staff nurses of total average points and in each aspect in the general hospitals in the Northern Region (n=459) (Cont.)

Commitment to the organization				Level of Opinion									
				The Most		More		Moderate		Less		The Least	
				n	%	n	%	n	%	n	%	n	%
M				S.D									
7. To work at another hospital they can get the same thing as this hospital.				1	0.2	9	2.0	102	28.	284	61.	63	13.
					0		0		30		90		70
8.Create inspirations that you need.				29	6.3	185	40.	209	45.	31	6.5	5	1.1
					0		30		50		0		0
9. It is a pleasure to work here.				3	0.7	15	3.3	150	32.	233	50.	58	12.
					0		0		70		80		60
10.Did not gain any benefits while working here.				4	0.9	27	5.9	108	23.	172	37.	148	32.
					0		0		50		50		20
The aspect of the need to maintain the membership of the organization.				2.60	0.31								
11.Disagree with the human resources policy				24	5.2	96	20.	226	49.	90	19.	23	5.0
					0		90		20		60		0
12.Concerned with the name of the hospital.				2	0.4	12	2.6	70	49.	269	58.	106	23.
					0		0		20		60		10

Table 6: Amount and percentage of the level of commitment to the organization of the staff nurses of total average points and in each aspect in the general hospitals in the Northern Region (n=459) (Cont.)

Commitment to the organization				Level of Opinion							
		The Most		More		Moderate		Less		The Least	
M	S.D	n	%	n	%	n	%	n	%	n	%
13.The best place to work.		47	10.40	207	45.10	191	41.60	12	2.60	2	0.40
14.To work at this hospital is a wrong decision.		4	0.90	15	3.30	75	16.30	160	34.90	205	44.70
Total Score	Average	3.07	0.21								

Section 4: Exemplary leadership of Head Nurses

1. From table 7, the result of distribution of exemplary leadership of head nurse from self-report, total average point of the head nurses who have frequent exemplary leadership (M=4.10, S.D. = 0.38). The exemplary leadership of the head nurses is to use the art to stimulate or motivate the staff nurses under their command to spend their effort to achieve target together by the exemplary leadership in 5 aspects are: Model the way, Inspire a shared vision, Challenge the process, Enable others to act and Encourage the heart.

The result revealed that head nurses have leadership to let others show their abilities in the advanced level (M= 4.39, S.D. = 0.40) that they respect their personal and prestige which support to have cooperation and trust each other. Next was to model the way, Inspire a shared vision Inspire a shared vision and Encourage the heart (M= 4.12, 4.11, 4.06 S.D= 0.42, 0.47, 0.44 respectively) but Challenge the process was the feeling of head nurse to change the development of the units, improve to the new things in working that involves some risk and accept the mistake in working as the leadership that is lower than the other aspects (M=3.84 S.D=0.51).

The analysis results showed that head nurses have exemplary leadership in 5 aspects in self-report as follows:

Model the Way is leader who practices according to the regulations that were practiced in the same way and will help each other when the problem occurs in the work process. Head nurses have high leadership to run according to the promise and commitment to the organization to implement and to be clear about leadership concept.

Inspire a Shared Vision is the leader who can see the far vision to know the trend that may happen in the future and transmit this to the subordinates to see the vision. Head nurses have high leadership in order to explain to the human resources to know vision/ images of the organization also to see the future's trends and stimulate them to show their opinion and dreams.

Challenge the Process is the leader who changes and develops the department, improves and starts new things in working. He must take a risk and accept the mistakes in working. Head nurses have high leadership in order to make the human resources do something challenge, try a new thing, new way of implementation and find opportunities to do something challenging.

Enable Others to Act is the leader who respects other people's personality and honor of colleagues to have coordination and trust each other in working. Head nurses have high leadership in order to let the human resources have participation

Encourage the Heart is the leader who admires working members, accepts the opinion of subordinates and supports them to have skills and knowledge in working. Head nurses have high leadership in order to admire the ones who do a good job and show the confidence in working as shown in table 7.

Table 7: Amount and percentage of exemplary leadership of Head Nurses by their own perception, total average and each aspect in the Northern Region. (n=94)

Exemplary Leadership of Head Nurse by their own perception				Level of the truth									
				Always		Quite Always		Sometimes		Quite Less		The Least	
				n	%	n	%	n	%	n	%	n	%
Model the way.				4.12 0.42									
Behave as a role model.				27	28.70	59	62.80	8	8.50	0	0	0	0
Spend time and effort by the principle and standard				27	28.70	59	62.80	8	8.50	0	0	0	0
Implement by the promise and commitment.				35	37.20	54	57.40	5	5.30	0	0	0	0
Ask for the implementation result				18	19.10	46	48.90	26	27.70	3	3.20	1	1.10
She to have implementation				30	31.90	55	58.50	9	9.60	0	0	0	0
Be clear in the leadership concept.				22	23.40	57	60.60	15	16.00	0	0	0	0
Inspire a shared vision				4.11 0.47									
Future trends				27	28.7	59	62.8	7	7.4	1	1.10	0	0

Table 7: Amount and percentage of exemplary leadership of Head Nurses by their own perception, total average and each aspect in the Northern Region. (n=94) (Cont.)

Exemplary Leadership of Head Nurse by their own perception				Level of the truth									
				Always		Quite Always		Sometimes		Quite Less		The Least	
		M	S.D	n	%	n	%	n	%	n	%	n	%
See image and vision in the organization				32	34.00	50	53.20	18	19.10	0	0	0	0
Stimulate to show participation.				25	26.60	51	54.30	18	19.10	0	0	0	0
See the benefits in the long term				24	25.50	54	57.40	15	16.00	1	1.10	0	0
Convinced the human resources to know what is a dream				22	23.40	60	63.80	12	12.80	0	0	0	0
Convinced human resources that the job has meaning and target.				19	20.20	63	67.00	8	8.50	4	4.30	0	0
Challenge The Process				3.84		0.51							
Find the opportunities for the challenged job.				21	22.30	49	52.10	21	22.30	3	3.20	0	0
Challenge for the new ideas.				28	29.80	48	51.10	17	18.10	1	1.10	0	0

Table 7: Amount and percentage of exemplary leadership of Head Nurses by their own perception, total average and each aspect in the Northern Region. (n=94) (Cont.)

Exemplary Leadership of Head Nurses by their own perception			Level of the truth									
	M	S.D	Always		Quite Always		Sometimes		Quite Less		The Least	
			n	%	n	%	n	%	n	%	n	%
Find the new ways of working.			23	24.50	52	55.30	19	20.20	0	0	0	0
Always asks “What did you learn?”			9	9.60	49	52.10	31	33.00	5	5.30	0	0
Set the target and planning concisely.			15	16.00	49	52.10	29	30.90	1	1.10	0	0
Dare to test and take a risk.			10	10.60	35	37.20	43	45.70	4	4.30	2	2.10
Enable the Acts	4.39	0.40										
Relationship			33	35.10	56	59.60	5	5.30	0	0	0	0
Have participation			59	62.80	31	33.00	4	4.30	0	0	0	0
Honor and respect in the prestige.			60	63.80	32	34.00	1	1.10	1	1.10	0	0
Support the decision making.			32	34.00	58	61.70	3	3.20	5	5.30	0	0
Give them the freedom			30	31.90	55	58.50	9	9.60	0	0	0	0
Progress by skills learning.			46	48.90	42	44.70	5	5.30	1	1.10	0	0

Table 7: Amount and percentage of exemplary leadership of Head Nurses by their own perception, total average and each aspect in the Northern Region. (n=94) (Cont.)

Exemplary Leadership of Head Nurses by their own perception				Level of the truth									
				Always		Quite Always		Sometimes		Quite Less		The Least	
				n	%	n	%	n	%	n	%	n	%
Encourage the Heart	4.06	0.44											
Admire when they do the good job.				36	38.	49	52.	8	8.50	1	1.	0	0
					30		10				10		
Show the confidence in their abilities.				31	33.	55	58.	8	8.50	0	0	0	0
					00		50						
Create confidence				27	28.	53	56.	13	13.8	1	1.	0	0
					70		40		0		10		
Society perceives the commitment to the organization.				15	16.	54	57.	23	24.5	2	2.	0	0
					00		40		0		10		
Find the way to celebrate job accomplishmet				8	8.50	58	61.	27	28.7	1	1.	0	0
					8.50		70		0		10		
Reward the team who builds up the advantages				20	21.3	59	62.	14	14.9	1	1.	0	0
					0		80		0		10		
Total Average Point	4.10	0.38											

From table 8, level of the truth of exemplary leadership of head nurses from staff nurses assessment, average point of head nurses had exemplary leadership in

sometime category ($M = 3.87$, $S.D. = 0.60$) which the good leader of head nurses must be exemplary leadership by using the art of stimulating or motivating the nurses under their management to spend their effort to achieve target together by practicing the 5 aspects of exemplary leadership which are: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart. According to the report, it was found that head nurses had leadership in Inspire a Shared Vision, to be the one who have far vision to perceive the trends and direction of nursing organization in the future, open the opportunities to subordinate to participate to set target, implementation of department and transmit to the subordinate to know the vision and model of the way, discipline themselves, have standard value in working for department to practice in the same way and help each other when problems occurred which had high average point ($M = 3.94$ and 3.94 $S.D = 0.61$ and 0.61). Next was Enable others to act ($M = 3.91$ $S.D = 0.67$) but Challenge the Process, and Encourage the Heart; head nurses had leadership in less level ($M = 3.77$ and 3.77 $S.D = 0.62$ and 0.67).

From analysis found that head nurses have 5 aspects of exemplary from assessment as follows:

Model the Way is the leader who practices himself in the same direction and provides support when problems occur. Head nurses had high leadership in implementation by promise and commitment to the organization including behaving themselves as an example.

Inspire a Shared Vision is the leader who has future vision and transmit to the subordinate to see the vision. Head nurses had high leadership in explained the person to see vision, images of the organization and future trends.

Challenge the Process is the leader who develops the department, improves the new things, takes a risk and accepts the mistake in working. Head nurses had high leadership in order to find a new thing, find the opportunities to improve the work at the department.

Enable Others to Act is the leader who respect personalities and honor the colleagues, support to have coordination in working. Head nurses had high leadership

in order to give honor and respect in human resources' prestige and progressive from the learning of the organization.

Encourage the Heart is the leader who admire the colleagues to accept the opinion of subordinate and support to have skills development to have confident to trust them and make society to know the commitment as shown in table 8.

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459).

Exemplary leadership level of Head Nurses by perception of the staff nurses	Level of the Truth											
			Always		Quite always		Sometimes		Less		The Least	
	M	S.D	n	%	n	%	n	%	n	%	n	%
Model the way	3.94	0.61										
Behave as a role model.			98	21.40	251	54.70	95	20.70	12	2.60	3	0.70
Spend time and effort by the principle and standard			92	20.00	272	59.30	80	17.40	12	2.60	3	0.70
Implement by the promise and commitment.			110	24.00	263	57.30	77	16.80	7	1.50	2	0.40
Ask for the implementation result			2	0.40	88	19.20	260	56.80	99	21.60	10	2.20
Push to have implementation			97	21.10	265	57.30	87	19.00	8	1.70	2	0.40

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459). (Cont.)

Exemplary leadership level of Head Nurses by perception of the staff nurses				Level of the Truth									
				Always		Quite always		Sometimes		Less		The Least	
				n	%	n	%	n	%	n	%	n	%
Be clear in the leadership concept.				94	20.50	226	49.20	112	24.40	20	4.40	7	1.50
Inspire a shared vision													
Future trends				113	24.60	253	55.10	83	18.10	8	1.70	2	0.40
See image and vision in the organization				132	28.80	253	55.10	66	14.40	6	1.30	2	0.40
Stimulate to show participation.				85	18.50	221	48.10	122	26.60	28	6.10	3	0.70
Convinced the human resources to know what is a dream				93	20.30	260	56.60	98	21.40	8	1.70	0	0
Convinced human resources that the job has meaning and target.				85	18.50	242	52.70	114	24.80	15	3.30	3	0.70

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459). (Cont.)

Exemplary leadership level of Head Nurses by perception of the staff nurses			Level of the Truth									
			Always		Quite always		Sometimes		Less		The Least	
			M	S.D	n	%	n	%	n	%	n	%
Motivate that job has meaning and target.			95	20.70	249	54.20	98	21.40	12	2.60	5	1.10
Create challenging process		3.77 0.62										
Find the challenging opportunities in working.			102	22.20	236	51.40	100	21.80	18	3.90	3	0.70
Challenge and experiment the new one.			89	19.40	237	51.60	115	25.10	16	3.50	2	0.40
Search for the new way of implementation			104	22.70	245	53.40	99	21.60	10	2.20	1	0.20
Always ask “What did you learn?”			61	13.30	227	49.50	139	30.30	27	5.70	5	1.10

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459). (Cont.)

Exemplary leadership level of Head Nurses by perception of the staff nurses				Level of the Truth									
				Always		Quite always		Sometimes		Less		The Least	
				M	S.D	n	%	n	%	n	%	n	%
Set the target plan meticulously				77	16.80	261	56.90	100	21.80	19	4.10	2	0.40
Dare to test and take a risk				43	9.40	161	35.10	184	40.10	53	11.50	18	3.90
Let other persons show their abilities in working				3.91	0.67								
Relationship				100	21.80	222	48.40	108	23.50	26	5.70	3	0.70
Have participation				101	22.10	241	52.60	102	22.30	11	2.40	3	0.70
Respect honor and prestige.				122	26.60	236	51.40	83	18.10	12	2.60	6	1.30
Support decision making				71	15.50	269	58.60	96	20.90	19	4.10	4	0.90
Provide freedom				86	18.70	245	53.40	108	23.50	13	2.80	7	1.50
Progress by skills learning				118	25.70	244	53.20	82	17.90	14	3.10	1	0.20

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459). (Cont.)

Exemplary leadership level of Head Nurses by perception of the staff nurses				Level of the Truth									
				Always		Quite always		Sometimes		Less		The Least	
				n	%	n	%	n	%	n	%	n	%
Let other	3.91	0.67											
persons show													
their abilities													
in working													
Relationship				100	21.80	222	48.40	108	23.50	26	5.70	3	0.70
Have				101	22.10	241	52.60	102	22.30	11	2.40	3	0.70
participation													
Respect honor				122	26.60	236	51.40	83	18.10	12	2.60	6	1.30
and prestige.													
Support				71	15.50	269	58.60	96	20.90	19	4.10	4	0.90
decision													
making													
Provide				86	18.70	245	53.40	108	23.50	13	2.80	7	1.50
freedom													
Progress by				118	25.70	244	53.20	82	17.90	14	3.10	1	0.20
skills learning													
Encourage the	3.77	0.67											
Heart													
Admire when				23	5.00	240	52.30	97	21.10	95	20.70	4	0.90
they do good													
jobs.													

Table 8: Amount and percentage of the exemplary leadership level of head nurses by perception of the staff nurses, average point and each aspects in general hospitals in the Northern region (n=459). (Cont.)

Exemplary leadership level of Head Nurses by perception of the staff nurses				Level of the Truth									
				Always		Quite always		Sometimes		Less		The Least	
				M	S.D	n	%	n	%	n	%	n	%
Express in the confident in abilities				78	17.00	259	56.40	105	22.90	13	2.80	4	0.90
Build up confidence to the human resources				71	15.50	228	49.80	131	28.60	23	5.00	6	1.30
Society acknowledge the commitment to the organization				74	16.10	252	54.90	118	25.70	13	2.80	4	0.90
Find the way to celebrate success of the job				24	5.20	281	47.50	146	31.8	61	13.30	2	0.40
Give the reward to the team who builds up the benefits				31	6.80	204	44.40	146	31.80	70	15.30	8	1.70
Total of	3.87	0.60											
Average													

Section 5: Comparison of the difference of leadership of head nurses by their own perception and staff nurses

Details of exemplary leadership of head nurses in general hospital in the Northern region due to their own assessment and subordinate (staff nurses) by using the Paired T-Test statistics. From table 9 found that assessment of exemplary leadership of Head Nurses from their own assessment and from the staff nurse. In the picture of exemplary leadership of head nurses has average point in high level from staff nurse assess ($M = 4.10$ S.D = 0.38) and ($M = 3.87$ S.D= 0.60) at the level of significance at 0.01($p\text{-value}=0.000$) which support hypothesis no.1 that the head nurses used the art to stimulate or motivate the staff nurses spend their effort to achieve the target together by 5 aspects of exemplary leadership which are: Model the way, Inspire a shared vision, Challenge the process, Enable others to act and Encourage the heart. In terms of Model the way, Inspire a shared vision, Challenged the process and Encourage the heart much more than staff nurses, when we considered in each aspect as follows:

Model the way; in the big picture found that exemplary leadership of head nurses by their own assessment had average point of assessment in higher level than assessment of staff nurses ($M = 4.12$ and 3.94 , respectively) which is different at 1.06. When tested by statistics value, it was found that both groups' assessment of the exemplary leadership of head nurse was significantly different at $P = 0.007$.

Inspired a shared vision; in big picture found that the assessment exemplary leadership of head nurses by their own assessment had average point of assessment higher than assessment of staff nurses ($M = 4.11$ and 3.94 , respectively). They had difference at 1.07. When tested by statistics value, it was found that both groups' assessment of the exemplary leadership of head nurses was significantly different at $P = 0.008$.

Challenged the process; in the big picture found that assessment of exemplary leadership of head nurses by their own assessment and staff nurses have average point of assessment in the same level that is high. The average point of their own assessment and staff nurses assessment were close to each other ($M = 3.84$ and 3.77 , respectively). They have a different average point of 0.46. When they were

tested by statistics value, it was found that both groups' assessment of the exemplary leadership of Head Nurses were not different at the level of significance ($P = 0.264$).

Enable others to act; in the big picture found that assessment of exemplary leadership of Head Nurses by their own assessment have average point of assessment higher than assessment of staff nurses ($M = 4.39$ and 3.91 respectively) They have different average point 2.85 When they were tested by statistics value, it was revealed that both groups' assessment of the exemplary leadership of head nurses were significantly different at the level of $P = 0.000$.

Encourage the heart; in the big picture found that assessment of exemplary leadership of head nurses compared with staff nurses found that they were different at the level of significance ($P \leq 0.000$)

From the research, it was revealed that head nurses assessed their own leadership different due to the responsibility to a lot of people in the department. We can see that head nurses assess their exemplary leadership higher than staff nurses in Model the Way, Inspired a shared vision, Enable others to act and Encourage the heart but in terms of Challenge the process is the leaders who change in department development, improve to have a new thing, dare to take a risk and accept the mistakes in working that head nurses learn from the behavior and experience of staff nurses. We can assess exemplary leadership is close to the head nurses.

Table 9: Comparison of the difference of average, Standard Deviation of their own exemplary leadership and staff nurses in total aspects and in each aspect.

Head Nurse's Leadership	Head Nurses (n=94)		Staff nurses (n=459)		M diff	p-value
	M	S.D	M	S.D		
Model the way	4.12	0.42	3.94	0.61	1.06	.007
Inspired a shared vision	4.11	0.47	3.94	0.61	1.07	.008
Challenged the process	3.84	0.51	3.77	0.62	0.46	.264
Enable others to act	4.39	0.40	3.91	0.67	2.85	.000
Encourage the heart	4.06	0.44	3.77	0.67	1.75	.000
Total Picture	4.10	0.38	3.87	0.60	7.18	.000

Section 6: Relationship among head nurses by the perception of the staff nurses to the commitment to the organization and job satisfaction of staff nurses

This research is the analysis to find the relationship between 2 variables which are: X which is independent variable and Y which is the dependent variable to analyze the relationship by using the Pearsons' Correlation Coefficient. The interpretation of Pearsons' Correlation Coefficient researcher used Elifson interpretation (1990:208) as follows:

- a weak correlation = 0.01-0.30
- a moderate correlation = 0.31-0.70
- a strong correlation = 0.71-0.99

From table 10, it can be found that exemplary leadership of head nurses by the staff nurses perception had positive relation in the mid level to the job satisfaction of staff nurses in general hospitals in the big picture at the level of significance at 0.01 ($r = 0.542$) which supports the second hypothesis. They used the art of stimulating or motivating staff to spend their effort to achieve the target together by practicing the 5 aspects of exemplary leadership which are: Model the way Inspire a shared vision, Challenge the process, Enable others to act and Encourage the heart that affected to the staff nurses who has good attitude to the job of the person fairly and appropriately at the factors of motivation and hygiene.

In terms of commitment to the organization found that leadership of the staff nurses had relationship in the low positive to the commitment to the organization in total at the level of significance 0.01 ($r = 0.264$) **which supports hypothesis no.3** that the head nurses used their art to stimulate or motivate staff nurses to achieve the target together by practicing 5 aspects of exemplary leadership which are: Model the way, Inspired a shared vision, challenge the process, Enable others to act and Encourage the heart that affect the good feeling that express close relationship of each staff nurses that shown as one and concerned to be a part of the hospital which consists of 3 aspect as follows: credibility and the target and value acceptance, willingness to spend their effort to work for the organization and need to maintain the membership of the organization. When analyzed to find the exemplary leadership in each aspect to each aspect of satisfaction to the commitment to the organization of staff, it was found that:

Model the way; head nurses were the leaders who practiced self-discipline, had the same standard of working in the same direction and had positive relationship in the mid level ($r = 0.429, 0.544$ respectively) to both sides of satisfaction which were motivation factors and hygiene factors at the level of significance 0.01 ($p\text{-value} = 0.000$). It was found that they had low positive relationship ($r = 0.256, 0.247$ respectively) to the commitment to the organization, credibility and the target and value acceptance and willingness to spend their effort to work for the organization at the level of significance 0.01 ($p\text{-value} = 0.000$). Need to maintain the membership of the organization had low negative relationship ($r = -0.118$) at the level of significance 0.05 ($p\text{-value} = 0.011$)

Inspired a shared vision; head nurses were the leaders who can see the far vision, provide the opportunities to subordinates to set the target together and transmit the vision, had positive relationship in the mid level ($r = 0.383, 0.473$ respectively) to the job satisfaction on both sides which are motivation and hygiene factors at the level of significance 0.01 ($p\text{-value} = 0.000$).

It also showed that they had low positive relationship ($r = 0.251, 0.239$, respectively) to the commitment to the organization, credibility and the target and value acceptance and willingness to spend their effort to work for the organization at the level of significance 0.01 ($p\text{-value} = 0.000$). In terms of Needs to maintain the membership of the organization had low negative relationship ($r = -0.120$) at the level of significance 0.05 ($p\text{-value} = 0.010$).

Challenged the process; head nurses were the leaders who can change the development in the department, improve new things in working to dare to risk and accept the mistakes in working that had positive relationship in the mid level ($r = 0.357, 0.474$, respectively) and job satisfaction were hygiene factors and motivation factor at the level of significance at 0.01 ($p\text{-value} = 0.000$). It was found that they have a relationship at low level ($r = 0.200, 0.232$ respectively) to the commitment to the organization, believe and accept the target and value of the organization, willingness to spend their effort to the organization at the level of significance at 0.01 ($p\text{-value} =$

0.000). In terms of the need to maintain the membership of the organization had negative relationship ($r = -0.094$) at the level of significance at 0.05 ($p\text{-value} = 0.043$).

Enable others to act, head nurses respected their personality and honored the colleagues, support to have cooperation and trust each other in implementation had positive relationship at mid level ($r = 0.420, 0.536$ respectively) to the job satisfaction in both sides were hygiene factors and motivation factor at the level of significance at 0.01 ($p\text{-value} = 0.000$). It was found that they had positive relationship at a low level ($r = 0.264, 0.212$ respectively) to the commitment to the organization, willingness to spend their effort in working for the organization, believe and accept the target and value of the organization at the level of significance 0.01 ($p\text{-value} = 0.000$). In terms of the need to maintain the membership of the organization had negative relationship ($r = -0.113$) at the level of significance at 0.05 ($p\text{-value} = 0.016$).

Encourage the heart Head Nurses; admired their colleagues to accept the opinion of the subordinates and support to have knowledge skills in working had positive relationship in mid level ($r = 0.427, 0.548$ respectively) to the job satisfaction in both side were hygiene factors and motivate factor at the level of significance at 0.01 ($p\text{-value} = 0.000$). It was found that they have relationship in positive low level ($r = 0.249, 0.239$ respectively) to the commitment to the organization, trust and accept the target and value of the organization and willingness to spend their effort in working to the organization at the level of significance at 0.01 ($p\text{-value} = 0.000$). In terms of the needs to maintain the membership of the organization had negative relationship ($r = -0.095$) at the level of significance at 0.05 ($p\text{-value} = 0.043$).

Table10: Correlation Co effective of the exemplary leadership to the commitment to the organization, job satisfaction at General Hospital in Nothern region

	LN1	LN2	LN3	LN4	LN5	SS1	SS2	CC1	CC2	CC3	SUMLN	SUMJOB	SUMCOM
LN2	.781(**)												
	.000												
LN3	.851(**)	.878(**)											
	.000	.000											
LN4	.742(**)	.873(**)	.846(**)										
	.000	.000	.000										
LN5	.875(**)	.803(**)	.857(**)	.783(**)									
	.000	.000	.000	.000									
SS1	.420(**)	.383(**)	.429(**)	.357(**)	.412(**)								
	.000	.000	.000	.000	.000								
SS2	.536(**)	.473(**)	.544(**)	.474(**)	.541(**)	.693(**)							
	.000	.000	.000	.000	.000	.000							
CC1	.264(**)	.251(**)	.256(**)	.200(**)	.249(**)	.344(**)	.407(**)						
	.000	.000	.000	.000	.000	.000	.000						
CC2	.212(**)	.239(**)	.247(**)	.232(**)	.239(**)	.281(**)	.426(**)	.470(**)					
	.000	.000	.000	.000	.000	.000	.000	.000					
CC3	-.113(*)	-.120(*)	-.118(*)	-.094(*)	-.095(*)	-.140(**)	-.215(**)	-.399(**)	-.327(**)				
	.016	.010	.011	.043	.043	.003	.000	.000	.000				
SUMLN	.919(**)	.930(**)	.953(**)	.911(**)	.932(**)	.427(**)	.548(**)	.260(**)	.249(**)	-.115(*)			
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.014			
SUMJOB	.531(**)	.474(**)	.540(**)	.464(**)	.531(**)	.880(**)	.952(**)	.414(**)	.400(**)	-.201(**)	.542(**)		
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
SUMCOM	.245(**)	.249(**)	.238(**)	.225(**)	.261(**)	.325(**)	.417(**)	.730(**)	.758(**)	.081	.264(**)	.412(**)	
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.081	.000	.000	

Remarks: CC1 = trustworthiness and target acceptance and value of the firm CC2 = Willingness to spend their efforts for the organization CC3 = The needs to maintain the memberships of the organization SUMCOM = Commitment to the organization SUMJOB = Job satisfaction LN1 = Model the way LN2 = Inspired a shared vision ss1 = Motivate factors ss2 = Hygiene Factors LN3 = Challenged the process LN4 = Enable others to act LN5 = Encourage the heart SUMLN = Exemplary Leadership

In conclusion, we can see that relationship among the factors that affect the followed variable found that 5 aspects of leadership which are: Model the way, Inspired a shared vision, Challenge the process, Enable others to act Encourage the heart affected the job satisfaction and commitment to the organization of staff nurses in general hospitals in the Northern Region.

Conclusion

In the results chapter, it was found that exemplary leadership of the head nurses by their own assessment was at a high level, in the section of assessment from staff nurses was at mid level. Therefore, the comparison of exemplary leadership of head nurses from both sides of assessment were different which supported hypothesis no. 1, and had positive correlation to job satisfaction and commitment to the organization which supported hypothesis no. 2 and 3. The results will be discussed in Chapter 5.

CHAPTER 5

DISCUSSION

The results of and commitment to the organization of staff nurses in general hospitals in the Northern Region as follows:

1. Job satisfaction of staff nurses this research made us know the leadership of head nurses that affects the job satisfaction
2. Commitment to the organization of staff nurses
3. Exemplary leadership of head nurses by their own perception and staff nurses' perception.
4. Comparison of the difference among leadership of head nurses by their own perception and staff nurses' perception.
5. Relationship among leadership of head nurses by perception of staff nurses to the commitment to the organization and job satisfaction of staff nurses

Job Satisfaction of staff nurses

In the big picture of job satisfaction of the staff nurses in general hospitals in northern region had satisfaction at mid level ($M = 3.19$ $S.D = 0.49$). Job satisfaction happens when a person has a good attitude towards the job that she is doing, when the benefits respond to the needs of the person fairly and appropriately, it results from 2 factors which are motivation factors and hygiene factors. From the research, it was found that staff nurses had more satisfaction in hygiene factors than motivation factors ($M = 3.21$ $S.D = 0.53$). When we look at the composition of motivation factors that cause professional nurses to have satisfaction at the mid level, the highest average point was job achievement at 48.80%. It means that head nurses provide the opportunities for the staff nurses to have participation in order to solve the problems from the job on their own. When the job was accomplished, staff nurses would receive the expression of satisfaction from the head nurse. Moreover, it was found that job satisfaction of the staff nurses in terms of work itself had low average point,

which was 16.30% that is nursing job characteristics is the job that is concerned with human life and nurses have to confront the changes, societal conditions, and pressures from the job that can be considered as a tough job, physically and mentally, and a repetitive job. Moreover, they had to do another job that is not their own job such as: financial, housekeeper's job, to diagnose the patient for the doctor and others which is not a direct responsibility in terms of their profession that causes them to feel uncomfortable and dissatisfied with their job.

Job satisfaction of professional nurses in hygiene factors those are the factors to decrease dissatisfaction in the job. It was found that in the profession status aspect; 31.37% shown that nursing profession is the job that was respected by the society. The needs of the society are the one that make the person feel that they have value (Yongyuth Ketsakorn, 2001). It is the profession that is necessary to the society and they were in the mid size hospital that have expert doctors who have potential to take care of the complicated patients. The nursing profession has its own art and composition that needs time to study in the advance level to be the principle of nursing implementation which is in needed by the society. It will cause the love for the profession and have good feelings. If the person feels that his job is accepted by the society, it will cause the love in the profession and have good perception. It will stimulate the person to work but job satisfaction of professional nurses in working condition had lowest value which is 35%.

Because staff nurse is a profession that is difficult and concerned with human life and has risk to be contaminated with diseases easily, therefore the nurse has expectation to receive the convenience in working by having modern devices to be appropriate to the task. It will make them work faster, save their energy and manpower. It will help to work easily and conveniently. Thongchai Santiwong (1997) mentioned that environment in working is one of the factors that make them satisfy.

The result of research found that it was in line with the study of Chanon Rod Ngam (1998) who studied the leadership of head nurses of professional nurses in general hospitals in area 2. It was found that both motivation factors and hygiene factors had satisfaction in the mid level and Juree Ootsaha who studied the commitment to the organization of the nurse at the hospital under the control of Infectious Disease Control, Ministry of Public Health. She found that both motivation

factors and hygiene factors had mid level of satisfaction. Variables that affected the satisfaction was exemplary leadership of head nurses which was model the way had high average ($M = 4.39$ $S.D = 0.40$) From this research, it has been found that there were differences in the result of other persons who use the exemplary leadership of Kouzes & Posner who found that most of them was to let others show their abilities in working from the studies of McNeese – Smith (1996) and Methinee Jit On Nom (1999). Exemplary leadership and to let other ones show their abilities in working was in high level. It may be caused by the development of the hospital that led them to the Hospital Accreditation from outsiders. They established the activities by having the professional nurses in working more. Moreover the head nurses who received the policy from director to practice, then they must have exemplary leadership and let others show their abilities in working. These caused the head nurses to respect them personally and honor the colleagues, support to have coordination and trust each other in working. In this research, it was found that exemplary leadership and letting others show their abilities in working affect the satisfaction of the staff nurses.

Commitment to the organization of staff nurses

The results revealed that staff nurses in the general hospitals in the Northern Region had commitment to the organization total in mid level ($M = 3.07$). When we considered each aspect, it was found that trustworthy and value of the organization, willingness to spend their effort to the organization was in the mid level. In terms of the need to maintain the membership of the organization was in the low level. This may result from the expectation level in something that what the organization search for to exchange to their effort, intention in working that can exchange to the progressive in the job by opening the opportunities to the implementer to participate in decision making, the increasing of the salary including all of the benefits to be appropriate and enough for themselves and their family were not in line. Moreover, the human resources who had long period in working will have high commitment to the organization according to them who invest to the organization a lot to attract them to work while the choice to pick the job was decreased (Sheldon, 1971).

When we see in each aspect, the acceptance of the target and value of the organization that staff to feel as they are the organization's owner, they have

commitment to the organization more in the topic of to spend their effort to implement to make the hospital accomplish 55.60%. In terms of willingness to spend their effort to the implement to make the hospital accomplish, to implement their mission by their roles that they were assigned responsibility had commitment to the organization in more level 48.10%. In the topic that they proud of themselves to tell people that they work at this hospital and the need to maintain the membership to work at the organization for a long term and had less in commitment to the organization in working by concerned to the name of the hospital 58.60%.

The results showed that it was in accordance with the study of Chelte (1983) who found that the commitment to the organization of the human resources in the college had commitment to the organization in the mid level that causes staff nurses to be satisfied in their job at middle level. When the organization made them satisfied in their job, it will make the person to have commitment to the organization (Luthans, 1995) and Juree Ootsaha (1999) who found that the job satisfaction in the positive relationship to the organization. We can conclude that the job satisfaction, person who has good feeling will stimulate the person to have the mood to work and be able to work at his full capacity that is useful in order to build up the service quality. At the same time, staff will see their own value and it will cause of the love and loyalty to the organization.

But this result of the research was different from the study of McNeese –Smith (1995) who found that commitment to the organization of staff nurses at the community hospital and college was at a high level. Methinee Jit On Nom found that commitment to the organization of staff nurses were at high level. Prapa Thongwattana (1992) found that the commitment to the organization of professional nurses in Chainart were at a high level due to many factors such as: the current condition that the hospital focus on service quality development to get the Hospital Accreditation. Head nurses had direct to all of the activities from the management of hospital to develop the job in the ward. Staff nurses will have higher commitment to the organization can be done by providing opportunities to participate in the management to establish implementation policy to be on the same direction and can be practiced.

Exemplary Leadership of Head Nurses by Their Own Perception

In the big picture of exemplary leadership of the head nurses by their own perception was at a high level ($M=4.10$, $S.D. =0.38$). When we see in each in aspect found that to let other persons to show their abilities to work, model the way, Inspired a shared vision, Encourage the Heart and Challenge the Process ($M = 4.39, 4.12, 4.11, 4.06$ and 3.84 , $S.D = 0.40, 0.42, 0.47, 0.44$ and 0.51 respectively). It can explained that Head nurses have abilities to stimulate or motivate their subordinate to spend their effort in working to develop department to achieve due to the target by Model the way Inspired a shared vision, Challenge the Process, Enable others to act and Encourage the Heart. In the present day, there are changes whether in the economy, society or politics that causes the hospitals to compete and develop their health service to support the Hospital Accreditation. It is necessary for the hospital to have good management concept, have organization structure, design or establish working system, have environment control and convenience to be the quality hospital due to the expectation of the one who use health service. It is necessary to improve and develop the job quality all the time which cause them have to obligation. Therefore, head nurses have direct responsibilities to the activities within the ward and are a core that lead to the accomplishments of the organizations and be able to build up the satisfaction to the subordinate in order to implement their job to achieve the target which needs the exemplary in high level.

When we looked at each aspect, we found that exemplary leadership of head nurses in terms of letting other persons to show their abilities in working was at a high level. It can be explained that head nurses have their own feelings or perception to each other in working, give honor and respect in the prestige of the subordinates. They support the human resources to progress from working skills. According to the present day, technology is changing so fast and it is necessary to learn new things more and the economy is changing so quickly and is affecting expectation level of patients to be higher. It causes competition in quality and trustworthiness to be accepted from the patient. There are continuous health service activities; nurses have more obligations due to more patients from the 30 Baht for every disease project. Therefore, head nurses have participation in order to implement in the same direction

to achieve the target of the organization so that to let their person show their ability in working was a high level.

In terms of exemplary leadership in model the way that head nurses had feeling as the leader who make themselves in discipline, had standard value in collaboration in the department and help each other when the problems occurred were in low level. It can be explained that the changes in management, organization structure and to answer to the innovation may have conflict obstacles in attitude or working methods. Problems can be the working standard is not clear, more obligation which caused Head nurses felt that to make the subordinate accepted and admire themselves were difficult to practice according to each subordinate have different admiration. Therefore, the model of the ways was in low level.

From this study, it was in line with the research of McNeese – Smith who found that Head nurses had average perception in exemplary leadership by their own perception in high level in general hospitals and College Hospital ($M = 3.96, 4.04$) respectively and it was in line with the research of Methinee Jit On Nom who found that Head nurses at Maharajnakorn Hospital Chiangmai had average point in high level ($M = 3.94$) also. Due to every Head nurses passed leadership and nursing management training total 73 nurses or 77.7%. Moreover, head nurses had working period at the hospital from 10 years and up the most or 93%. It caused the head nurses to develop their leadership and affect the average of their leadership in total and each aspect were in high level. From the study of Dunman – Taylor, it was found that the past experiences and situations in working affect the leadership development of each head nurse.

Exemplary Leadership of Head nurses by the perception of Staff Nurses

The result found that staff nurses had average point of exemplary leadership of the head nurses total at mid level ($M = 3.87$). When we look in each aspect found that model the way and inspired by shared vision were in high level ($M = 3.94, 3.94$). Next was to let other persons shows their ability in working, Challenge the Process and Encourage the Heart were at mid level ($M = 3.91, 3.77, 3.77$).

Maybe, it resulted from the perception abilities of each person were different and the perception in the situation were different also. Shaver (1981) mentioned that when the person passed the processes which are: to choose the stimulus, categorize the stimulus, and interpretation. Receiver will have understanding by that stimulate of the receiver but can they report to other persons to know as same as the understanding or having the filter before. It depends on many factors including the intelligence and personality of the receiver also. The result found that in terms of have the training of leadership and nursing management, 82.4% of the staff nurse never had training that causes the staff nurses did not understand or perceive in the behavior of head nurses express themselves clearly. Most of staff nurses have education in bachelor degree or 93.90% and had master degree 3.90% which caused staff nurses to have perception of the head nurses at the mid level.

The result found that staff nurses have exemplary leadership of head nurses in high level ($M = 3.94, 3.94$) in model of the way and Inspired a shared vision. It came from the characteristics of working of staff nurses that had changing within the unit to achieve the target of the organization. Head nurses have to discipline themselves, have standard value in implementation together and the help will be there when problem occurred during the implementation and open the opportunities to set the target in implementation of the unit. The result of the assessment of the leadership of the Head nurses by their own perception found that head nurses had perception in exemplary leadership in high level. It shown that head nurses are the leader who respect personal, honor to the colleagues, support to have coordination and trust each other in working. Those were the one that is appropriate to the current situations of the hospital that focus on the Health service to get the quality for the Hospital Accreditation Certificate. Head nurses open the opportunities to the staff nurses to participate in target setting and develop the unit to improve the new items and accept the mistakes in working to achieve the target of the organization. Therefore, staff nurses had perceived the leadership of the head nurses at a high level.

In terms of the exemplary in the Challenge the Process and Encourage the Heart was in the least level ($M = 3.77, 3.77$ respectively). It can be explained that the changing condition either in the management, organization structure had conflict in

the attitude, concept or working methods may have some obstacles in the standard of working which is not clear, obligation was increased that caused head nurses to change the organization, improve to the new things in working, dare to take a risk and accept the mistakes and admire the workers to accept the opinion of the subordinate and support to have skills in working was in the least level compare to the leadership of head nurses by their own and by the perception of the staff nurses.

The result found that head nurses had average point in their leadership different from staff nurses. Head nurses had average of their own leadership higher than staff nurses in total at the level of significance at 0.01(p-value =0.000). When we look in each aspect found that they were different such as: model the way found that the assessment of leadership of head nurses by their own assessment had average point in higher level than the assessment of the staff nurses (M = 4.12 and 3.94 respectively). It was found that Head nurses and staff Nurses perceive in the implementation by the promise and commitment to the organization in high level (37.20% and 24.00%) and the Head nurses perceive the honor and respect in the honor of human resources due to they have responsible to a lot of people in the unit.

Inspired a shared vision; found that the assessment of the exemplary leadership of head nurses by their own assessment have average point higher than the assessment of the staff nurses (M = 4.11 and 3.94 respectively). Average point of the assessment was in the higher level than the assessment of the staff nurses in the topic of explained to the human resources to acknowledge the images/visions that can happen in the organization was in high level also (34.00% and 28.00%). Head nurses know the more in leadership due to the head nurse must be the center of knowledge and have to be teacher, trainer and provide the consultation to the subordinate.

Challenge the Process found that the assessment of the exemplary leadership of head nurses by their own assessment had assessment average point in higher level than the assessment of the staff nurses (M = 3.84 and 3.77 respectively). head nurses perceived in the topics of challenging the staff in the department to try the new items to improve the guide line of implementation was in high level (29.80%). On the side of staff nurses had perception in topics of to find the new concept of the new implementation to the units were in the high level (22.70%). Head nurses perceived the leadership of the leader to change the units' development, improve to

have the new things in implementation, have some risk and accept the mistakes in working more due to the head nurses had more qualification in abilities much more than other staff nurses. To let other person to show their abilities in working found that the assessment of head nurses by their own assessment and by the staff nurses assessment had average of assessment in the same level which is high level and that have the average point close to each other ($M=4.39$ and 3.91 respectively). Head nurses and staff nurses had perception in the topic of to honor and respect in the prestige of the staff in the high level in high level (63.80% and 26.60%). Head nurses can perceive that they receive honor and respect in the prestige to the colleagues, support to have cooperation and trust each other in working.

Encourage the Heart found that the assessment of exemplary leadership of the Head Nurse by their own assessment had assessment average point in higher level than the assessment of the staff nurses ($M = 4.06$ and 3.77 respectively). Head nurses perceive in the topics of to admire the human resources that they did the good job in the high level (38.30%). Staff nurses perceive in the topic of letting the staff in the units acknowledge the confidence and trust in their abilities were in the high level (17.00%). Head nurses perceive the admiration of the colleagues to accept the opinion of the subordinates and support them to have skills and knowledge development in working. We can see that head nurses can motivate and build up inspiration to make the person have enthusiasm in working.

In the big picture of the research, it was in line with the study of leadership of the head nurses by using the concept of Kozes & Posner of McNeese – Smith (1995). The result found that head nurses and staff nurses had average point of the perception of exemplary leadership differently. Head nurses had their own assessment will have average point of exemplary leadership higher than Staff Nurses assessment either in the head nurses at the community hospital and college hospital ($M=4.04$, 3.96 respectively) and Methinee Jit On Nom found that head nurses and staff nurses had average point of the perception of exemplary leadership differently head nurses had their own assessment will have average point of exemplary leadership higher than staff nurses assessment at the level of significance 0.01 ($t = 7.31$). That may happen from the persons' perception were different and have different experience to the situation perception differently. Shaver (1981) mentioned that when

the person passed the processes which are: to choose the stimulus; categorize the stimulus, and interpretation. Receiver will have understanding by that stimulate of the receiver but can they report to other persons to know as same as the understanding or having the filter before. It depends on many factors including the intelligence and personality of the receiver also. Therefore, head nurses had perception and assess themselves that they had high exemplary leadership in every aspect as same as the learning processes. But there were the translation by what the head nurses show off by the perception process of the staff nurses that they have exemplary leadership in the mid to high level that causes the different perceptions. From this research found that to gain the experience form training in leadership and nursing management that the head nurses passed the training of the leadership and nursing management in the basic level, only the less of the staff nurses or 81 nurses, 17.6% were trained. That may cause the head nurses to have perception of their own opinion that they shown a lot of the leadership to the staff nurses. While most of staff nurses 378 nurses or 82.4% never passed the leadership and nursing management training and may make them did not understand the leadership and behaviors that the head nurses shown just assess by their experience so that the perception were different.

Moreover, those may take side of the assessor by their own perception as the perception that they score their own higher than the other. Therefore, the perception of the person is necessary to improve in the 5 aspects of exemplary leadership in Model the way, Inspired a shared vision, Challenge the Process Enable others to act and Encourage the Heart to develop the unit to achieve the target of relationship among exemplary leadership by the perception of the staff nurses and job satisfaction and commitment to the organization.

From this research, the difference among head nurses and staff nurses is the reverse feedback information to let the head nurses realized and to considered to improve their own leadership practice in 5 aspect for the units to achieve the target of relationship among exemplary leadership by the perception of the staff nurses and job satisfaction and commitment to the organization.

The result found that the leadership of the head nurses by the perception of staff nurses had positive relationship in mid level with the job satisfaction at the level of significance 0.01 ($r = 0.542$). They may happen from many factors which this

research affect to the job satisfaction which is 5 aspects exemplary leadership because in the present have every developed their hospital to get Hospital Accreditation including the number of the people 30 baht project which cause them have increase job quantity. Therefore, head nurses have to be friendly leaders, trust each other, respect in the opinion and feeling of the subordinate to make the staff nurses have job satisfaction (Weera Deemun, 1999).

In terms of leadership of head nurses by the perception of the staff nurses had low positive relationship to the commitment to the organization at level of significance 0.01 ($r = 0.264$). When we see in the each aspect found that มีวิถีทางสร้างต้นแบบ Enable others to act Encourage the Heart Inspired a shared vision and Challenge the Process has positive relationship in the mid level in the job satisfaction of staff nurses ($r = 0.54, 0.53, 0.53, 0.47$ and 0.46 respectively). In terms of commitment to the organization, found in each aspect as follows: ($r = 0.26, 0.26, 0.25, 0.25$ and 0.23 respectively) it may happened from many factors, one factor that affect to the job satisfaction and commitment to the organization were 5 aspects of exemplary leadership.

Head nurses had model the way that they have to practice themselves to be good roles model and lead to the changes to have creative ideas of excellence and practice to be a roles model of staff nurses. The action can be inspected from themselves and colleagues that does it follow the principle and standard was agreed at the beginning as always to bring the data back to be the guideline that they can do it confidently and build up the commitment at the same time.

Head nurses have Inspired a shared vision, they will have future vision to convince the staff nurses to dream together. Let the staff nurses do the same activities. Moreover, it was to build up the unity within the organization, have good colleagues, have friendly working climate which is going to make the nurses have job satisfaction. Head nurses had the inspiration to have same vision will make staff nurses have participation in as the owner of the organization, have participation in decision making that cause the commitment to the organization. (Steers & Porter, 1983)

When the head nurses build up the Challenge the process, head nurses will be the one who do the experiment and take a risk to find the opportunities to do the different things to be the roles model to the staff nurses. If the risk is missed or failed, they will accept the mistake which is the opportunities of learning. That will make the job to be the abilities learning job. Challenging of the job is the stimulate to have job satisfaction, commitment to the organization due to the study of (Steers, 1977). He found that if the job is challenging is high, the trends of commitment to the organization will be in the high level.

Head nurses who allow the person to show their abilities in working. Head nurses will build up the cooperation by setting the target together and build the trust to the staff nurses. They have to open the opportunities to solve the problems from working by themselves, listen to the opinion and decision making of the subordinate including the right subordinate. Those will be the cause staff nurses to feel their own value and be satisfied in their job and have freedom to work to have commitment to the organization of the staff nurses (Steers & Porter, 1983)

Head nurses who Encourage the heart in accomplishment in every project and head nurses who realize that success of the team as the result of effort and cooperation of everyone in the team. Head nurses will have expectation to get high compensation that is appropriate to the job. The person will compare their own rewards to the other person. Therefore, head nurses should respond to the expectation in compensation or rewards and equitation in the work that is the core of job satisfaction (Juree Oot Saha, 1999). When the organization can respond to the expectation of the staff nurses, it will make the staff nurses have commitment to the organization. (Buschaman 2, 1974; Steers, 1977)

Motivation and Hygiene factors had positive relationship at the mid level to the exemplary leadership in 5 aspects. According to the research, it was found that the exemplary leadership in model the way had higher relationship than Motivation and Hygiene factors ($r= 0.429$ and 0.54 , respectively). The one who follow the discipline have the same value standard in working, have the same direction of working and help each other when the problems occurred during the operation (Sumalee Hengsuwan, 1998). She mentioned that the activities of the head nurses that

concerned staff in the units must practice themselves to be leader and good roles model. Yongyuth Kessakorn (2001) mentioned that the leader who has good behavior is always an example of the department and always gets the respect from the subordinates. Therefore, it affects the motivation and hygiene factors which are the factors that stimulate the person to try to reach the target and reduce the dissatisfaction in the job.

Trustworthiness and Target acceptance and value of the firm and to spend their effort to practice for the organization had low positive relationship with the 5 aspects of exemplary leadership. The research found that leadership can let the other person show their abilities in working and have model the way had relationship to the trust and accept the target and value of the organization higher than any other aspects ($r = 0.264, 0.256$ respectively) and the leadership in model the way, Inspired a shared vision and Encourage the Heart have relationship to the willingness to spend their effort to work much more than other aspects ($r = 0.247, 0.239, 0.239$ respectively) To practice themselves to be disciplinary leaders, to have standard direction in working and help each other in working, know the trend and direction of the nursing organization in the future. These are open the opportunities to the colleagues to have participation to established the target in the implementation of the units and honor the subordinate, support to have coordination and trust to each other in working and admire the colleagues will make them feel as they are important to the organization. (Yongyuth, 2001). In terms of the need to maintain the membership of the organization had low negative relationship to the 5 aspects of the exemplary leadership may cause from the public system, there were power using, regulation, rules and have to practice under the order of the commander by their duty and controlled that the government can do by the regulations of that issues. The salary will receive by the position not by the abilities, promotion have to do by the merit system and the decision making come from top management (Boontan Dorkthaisong, 1997). Moreover, we can see in each aspect in the question of the loyalty to the organization of Noi Mark Hospital, the nurses had the least loyalty 30.90% and the question that are they are glad that they work at that hospital, most of the staff nurses have opinion in the least level (50.50%). That made the staff nurses have the need to maintain the membership of the organization and have a low negative relationship.

It is in line with Mc Neese – Smith (1995) who found that the leadership of the head nurses by the perception of the staff nurses had relationship at low to mid level to the commitment to the organization of the staff nurses at the community hospital and college hospital at the level of significance 0.001 and is in line with Methinee Jit On Nom (1999) who found that leadership by the perception of the staff nurses have low positive relationship with the commitment to the organization of the staff nurses at the level of significance 0.01. Maybe they followed the concept of Kouzes & Posner of the reformed leadership that has 2 leadership styles which are: transactional leadership, which is the relationship among leaders and followers in which they exchange something that the target of leaders and followers are different. The transformational leadership is the condition that is concerned with the needs of the followers, find the working motivation to achieve the task as Kouzes & Posner (1995) studied that when leaders use 5 aspects of exemplary leadership, the thing that will happen next is to make the team to have collaboration, have their own value as the organization value, have loyalty and commitment to the organization.

Conclusion

This research has followed the established hypotheses which are the leadership of nursing profession in the position of head nurses by their own perception and staff nurse perception who work in the general hospitals in the Northern Region are different. Leadership of the professional nurses in the position of the working head nurses have positive relationship with the commitment to the organization of the staff nurses in general hospitals in the Northern Region and Leadership of the professional nurse in the position of head nurses by the perception of working staff nurses had positive relationship to the job satisfaction of the working professional in the general hospitals in the Northern region.

CHAPTER 6

CONCLUSIONS

This research is a descriptive research to compare the exemplary leadership of the head nurses by their own perception and by the staff nurses' perception, to analyze the job satisfaction and commitment to the organization by studying the correlation among the leadership of the head nurses by the perception of staff nurses to the job satisfaction and commitment to the organization of the staff nurses in the general hospitals in the Northern Region.

The sample group in this research were 94 head nurses and 459 staff nurses who worked at the Medical Building in general hospitals in the Northern Region, total 16 hospitals are: Nakornpink Hospital, Lampoon Hospital, Pae Hospital, Narn Hospital, Payao Hospital, Chiangkham Hospital, Sri Sangwarn Hospital, Somdej Phrajaotaksin Maharaj Hospital, Mae Sod Hospital, Sukhothai Hospital, Sri Sangworn Hospital, Petchaboon Hospital, 17th Somdej Phrasangkaraj Hospital, Uthai Thani Hospital, Kampangetch Hospital and Pijit Hospital. The research used the Exemplary Leadership by their own perception and staff nurse questionnaire. Researcher translated into Thai from the leadership questionnaire of Kouzes & Posner (1995), Job satisfaction Questionnaire and commitment to the organization of staff nurses. Researcher translated into Thai by the concept of Herzberg (1977) and Mowday, Steers & Porter (1979). All of them passed the inspection of the content validity to be in line with the objectives, language from 3 academic experts, result of the reliability total = 0.95. Data collection was done by collecting by mail and researcher collected by herself from 13 May 13 – 10 June 2005. Data were processed by using the computer to analyze by using statistics, percentage, average, standard deviation, paired T –test and Pearson's Correlation Coefficient.

Research Conclusion

1. **General Data** consists of:

1.1 **General data** of the head nurses in general hospitals in the Northern Region. We conclude that all of head nurse were females, most of them were married 64.9%. They graduated with a bachelor's degree 78.7% and passed the leadership and nursing management training 77.7%. They have working period at that hospital from 10 years 98.9% and received salary at 20,100 baht and up 95.7%.

1.2 General characteristics of the staff nurses were female 99.3%, married 53.2%, bachelor 's degree 93.9%, never passed the training of leadership and training management 82.4%, have working period at this hospital from 10 years and above 42.8% and have salary from 10,100 – 15,000 baht and above 37.7%.

2. Exemplary Leadership

2.1 Head nurses had average point of Exemplary Leadership at high level ($M = 4.10$, $S.D = 0.38$). When analyzed per aspect , it was found that Enable others to act, Model the way, Inspired a shared vision, Encourage the Heart were in the high level also ($M = 4.39, 4.12, 4.11$ and 4.06 $S.D = 0.40, 0.42, 0.47, 0.44$ respectively) but the Challenge the process that the leader changes in the unit development, improve to have the new thing, take some risks and accept the mistakes in working is the leader's condition that were lower than other aspects.

2.2 Staff nurses had average point of Exemplary Leadership at mid level ($M = 3.87$, $S.D = 0.60$) When analyzed per aspect, it was found that Model the way, Inspired a shared vision , Enable others to act, Encourage the Heart and Challenge the procss were in the mid level also($M = 3.94, 3.94, 3.91, 3.77$ and 3.77 $S.D = 0.61, 0.61, 0.68, 0.66$ and 0.62 respectively)

2.3 Comparison of exemplary leadership; head nurses had average point in the perception of their exemplary leadership higher than staff nurses a little bit ($M = 4.10, 3.87$ $S.D = 0.38, 0.60$) at the level of significance 0.01. When analyzed by each aspect, it was found that Model the way, Inspired a shared vision, Enable others to act and Encourage the Heart of

the head nurse had average in their own perception of exemplary leadership not different from the Staff nurses ($M = 3.84, 3.77$ S.D = 0.51, 0.62) respectively. The average points were different 0.46.

3. Job Satisfaction; staff nurses in the general hospitals in the Northern Region were satisfied in their job totally at the mid level ($M = 2.69, S.D = 0.80$). When we analyzed each aspect, staff were more satisfied in the motivation factors than hygiene factors ($M = 3.21, 3.16$ S.D = 0.53, 0.49). Hygiene Factors stimulate the person to use her effort to achieve the target that they want. Staff nurses had more satisfaction level in the accomplishment of the task that they can solve the problem and accomplish the result by the target 98.50%, next was recognition, advancement in their job, responsibility, progress 91.50%, 82.30%, 81.30% and 80.30% respectively. In the work itself had less satisfaction 75.30%. in the Hygiene factors that support the work to accomplish, staff nurses had high satisfaction in the status of the profession that it is the job that was accepted by the society as prestigious and honorable 87.20%, next was job security, interpersonal relationship, supervision, personal living, working condition 85.20%, 82.30%, 73.20%, 64.50%, 63.40% and 48.80% respectively. Working condition caused the staff nurses to have less satisfaction 35%.

4. Commitment to the organization; staff nurses in the general hospitals in the Northern Region who had commitment to the organization were at the mid level ($M = 3.08, S.D = 0.85$) and when seen per aspect, it showed that the trust and acceptance of the target and value of the organization, the willingness to spend their effort for the organization were at the mid level ($M = 3.41, 3.29$ S.D = 0.39, 0.38) respectively. In terms of the need to maintain the membership of the organization were in the low level ($M = 2.41$ S.D = 0.41).

5. Leadership of head nurse by the perception of the staff nurses; had positive relationship at the mid level to the job satisfaction of the staff nurses in the general hospitals in the Northern Region in total at the level of significance 0.01 ($r = 0.542$). When we see in each aspect, it was found that Encourage the Heart, Enable others to act and Model the way ($r = 0.531, 0.531$ and 0.540) had relationship to the satisfaction the most. Next was Inspired a shared vision and Challenge the process ($r = 0.474$ and

0.464 respectively). In terms of commitment to the organization of the head nurse had relationship in low positive relationship with the commitment to the organization in total at the level of significance at 0.01 ($r=0.264$) When analyzed per aspect, it was found that Model the way, Encourage the Heart and Enable others to act Inspired a shared vision and Challenge the process have positive relationship at a low level with the commitment to the organization in total at the level of significance at 0.01 ($r = 0.258, 0.261, 0.245, 0.249$ and 0.225) respectively.

The result of Hypothesis Test

Hypothesis 1, The exemplary leadership of the head nurse by their own perception and staff nurse perception in the general hospitals in the Northern Region is different.

The results revealed that the exemplary leadership of the head nurse by their own perception was different from the perception of the staff nurse, which supports Hypothesis 1.

Hypothesis 2, The exemplary leadership of the head nurse by the perception of the staff nurses has a positive relationship with the job satisfaction of the staff nurses in the general hospitals in the Northern Region.

The results revealed that the exemplary leadership of the head nurses by the perception of the staff nurses had a positive relationship with the job satisfaction of the staff nurses, which supports Hypothesis 2.

Hypothesis 3, the exemplary leadership of the Head nurse by the perception of the staff nurses has a positive relationship to the commitment to the organization of the staff nurse in the general hospitals in the Northern Region.

The results showed that the exemplary leadership of the head nurses by the perception of the staff nurses had a positive relationship with the commitment to the organization of the Staff Nurse in the general hospitals in the Northern Region, which supports Hypothesis 3.

Recommendations from the Research

From the research in the topic of the exemplary leadership of the head nurses by their own perception and the perception of staff nurses to the job satisfaction and the

commitment to the organization in the general hospitals in the Northern Region, researcher has the following recommendations:

Policy Recommendations

1. In order to prepare the staff for the position of head nurse in the general hospitals, leadership should be built up and motivated and should establish core competencies in the topic of leadership to be used to recruit the head nurse and be the prototype for the staff nurses.
2. Head nurses in the general hospitals should have training in management to be able to develop according to the changes and establish an exchange of the experiences of leadership of the head nurses at least twice a year.
3. Head nurses in the general hospitals should use participatory management policy with the staff nurses and provide the opportunities to participate in the management within the department to have new creative ideas in nursing management.

Academic Recommendations

1. Head nurses in the general hospitals should develop their leadership behavior by improving the new concept of working. Let the staff nurses have participation in the implementation; provide the opportunities in working to have the same direction in working to have higher efficiency. They should be brave to create new things and accept their mistakes in working and praise the colleagues to make the staff nurses have commitment to the organization.
2. Head nurses in the general hospitals should build up the cooperation among the staff nurses to develop relationship to have collaborations, assign important jobs to the staff nurses who can make a decisions by themselves, provide support to progress in the position of staff nurse, long term and short term training, academic meeting and leave for higher professional education to develop themselves and progress in their profession. They can use their knowledge and abilities in working to be more efficient and make them have job satisfaction and commit to the organization.
3. Head nurses in the general hospitals should create satisfaction in the job much more than before by opening the opportunities to have participation to

establish the target of implementation in working of the department in terms of job characteristics. They should set the appropriate job quantity. Moreover, head nurses must find a way to make the job they are doing to be more fun, find the techniques and updated knowledge to use in working, all of the equipment that is convenient for their work to be smooth when they are implementing that will make them have more job satisfaction.

Operation Recommendations

1. There should be training in assessment to set their targets in their life to be stable to be a head nurse to become the motivation in working and recruit the staff nurses to be ready to be the head nurses and set the operation training in the organization.
2. Head nurse should have the leadership behavior to be updated to the situation that is changing all the time. The current management system of the leaders should be transparent and can be inspected and analyzed to improve themselves in terms of habits such as: creative ideas, daring to take risks, being patient, exerting effort, having a far vision, etc, in terms of attitude such as: respecting personal life, accepting the person, flexible and open minded, in terms of value such as: concerned to the service used by focusing on the service to have quality, concern for the follower or subordinate. Moreover to be the good leader in another person's vision, the head nurse should do as follows:
 - 2.1 Have more efficiency in the meeting to assign the job.
 - 2.2 Succeed in terms of presenting the results to the top management.
 - 2.3 Build up the team to have high performance
 - 2.4 Improve the working condition and loyalty.
 - 2.5 Increase the motivation level and willingness to do the hard work.
 - 2.6 Support to have the commitment as their parent which is in the higher level.
 - 2.7 Increase the money or expand the level of gift giving.
 - 2.8 Reduce absenteeism, turnover and rotation of the employees.
 - 2.9 Have high credibility.

3. Head nurses should pay attention to the staff nurses by creating job satisfaction much more than before, motivation factors especially the job that head nurses should set the appropriate job quantity. If the job quantity is too much, job quality is not good. They should find a way of working so as not to be bored. Find techniques and updated knowledge to work. In terms of hygiene factors, that is the supporting factors to have good working, they should take care of working conditions, equipment and device must support the work to flow to make the staff nurses have more job satisfaction and increase the benefits to be useful to the staff nurses such as: accommodation of the staff nurses or fitness center and recreation room to make the staff nurses do the activities together which make them love each other, be united and have commitment to the organization in the department.

Recommendation for the Next Research

1. This research is a specific research in general hospitals in the Northern Region. If there is another research, it should be in each region or in other hospitals and not the public hospital. It should set the number of the patient beds and economic characteristics and different society which can be the big picture to develop the job of nursing groups.
2. There should be a study in job satisfaction and commitment to the organization by the expectation of the staff nurses to be the guideline to develop the human resources.
3. There should be a study in the same format with other officers to compare and be able to see the big picture of the department in the area or region.
4. There should be a study on the variables or other factors that may affect the exemplary leadership of the head nurse such as: personality or organizational culture.

Conclusion

In this research, the conclusion of the research and recommendations of the research can be use to develop the job of nursing groups and be able to answer all of the research objectives found that 5 practices of exemplary leadership; Challenge the process, Encourage the Heart, Model the way, Inspired a share vision and Enable

others to act of the head nurse affects the job satisfaction and commitment to the organization in the general hospitals in the Northern Region.



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APPENDIX A

List of academic experts who inspected the research instruments.

1. Deputy Professor Dr. Wiapada Kunawiaktikul
Dean of the Nursing School
Chiangmai University
2. Assistant Professor Remuel Nantasuppawat
Professor of the Nursing Service Department
School of Nursing
Chiangmai University
3. Assistant Professor Dr. Wonpen Kaewpan
Professor of Public Health Nursing
School of Public Health
Mahidol University



No. 49/2005

**Documentary Proof of Ethical Clearance
The Committee on Human Rights Related to
Human Experimentation
Mahidol University, Bangkok**

Title of Project. Leadership Exemplary of Head Nurses Affecting Job Satisfaction and
Organizational Commitment of Staff Nurses in the North General Hospital
(Thesis for Master Degree)

Principle Investigator. Miss Varaporn Seehom

Name of Institution. Faculty of Public Health

Approved by the Committee on Human Rights Related to Human Experimentation

Signature of Chairman.

(Professor Dr.Srisin Khusmith)

Signature of Head of the Institute.

(Professor Dr.Pornchai Matangkasombut)

Date of Approval.

6 MAY 2005

APPENDIX B

Informed Consent Form

Project title: Exemplary leadership of head nurses affecting job satisfaction and organizational commitment of staff nurses in general hospital in northern Thailand

Project director: Major Varaporn seehom Faculty of Public Health Administration Mahidol University

Date of consent (Day/Month/Year).....

Before I signed this Informed Consent Form. I had been clearly informed regarding to the objectives, methodology, institutional affiliations of research, the anticipated benefit and potential or possible risk that may occur upon my participation in this research project with understanding

All the questions about the research project were answered to my satisfaction

Researcher agrees to answer and to explain any question which may arise during my participation in research.

I have the right to abstain from participation or withdraw consent at anytime without any reprisal.

Protection of my personal privacy such as personal information is promised by the researcher.

Signature.....Consented Participant

(.....)

Signature..... Witness

(.....)

Signature..... Witness

(.....)

QUESTIONNAIRE For the Head Nurses

Topic: Exemplary Leadership of head nurses affecting the job satisfaction and commitment to the organization of staff nurses at general hospitals in the Northern Region.

Instruction

1. Questionnaire has 2 sections as follows:

Section 1: Exemplary leadership of the professional nurses in the position of head nurse according to their own perception questionnaire.

Section 2: Personal data questionnaire. Total 9 questions

2. Please read the definitions of research and instructions in each section before answering.
3. Please answer every section of the questionnaire and every question truthfully so that your answer will be considered as complete data for this research and can be useful for nursing management in the future.

Section 1: Exemplary leadership of professional nurses in the position of head nurse according to their own perception questionnaire.

This questionnaire consists of statements that are related to your own leadership style that is actually practiced in your unit environment.

Instruction: Please read and understand each statement and indicate your opinion about it by ticking ✓ the box that corresponds to your opinion the most. Please tick only one box according to the following scoring system:

Your superior practices according to the statement..... 5 = Always 4 = Often 3 = Sometimes 2 = Rarely 1 = Never

Sample

Statement	5	4	3	2	1
1. Your superior acts as role model according to the expectations of the staff.	✓				

The sample means your boss always works with the challenging job.

You practice by the statement..... 5 = Always 4 = Often 3 = Sometimes 2 =

Rarely 1 = Never

Statement	Level of Opinion				
	5	4	3	2	1
1. Your superior acts as role model according to the expectations of the staff.					
2. Your superior mentions about the future trends that affect work.					
.					
.					
.					
.					
.					
.					
.					
.					
.					
29. Your superior ensures that his/her staff is going to progress by learning new skills and by self-development.					
30. Your superior rewards and supports the staff in the team who produces results.					

Section 2: Personal Data of the respondent

Instruction: Please fill in the blanks or tick ✓ the ☐ in front of your statement.

Section 1: Personal Data	
1. You are years old (counted in full years)	
2. Gender	☐ Male ☐ Female
3. Marital Status	☐ Single ☐ Married ☐ Divorced, widow or separated
4. Highest Education	☐ Bachelor ☐ Master ☐ Others (Please Specify).....
5. Duration of working at this hospital	☐ Less than 5 Years ☐ 5 – 9 Years ☐ 10 Years and up
6. Current Salary	☐ Less Than 10,000 Baht ☐ 10,000 – 15,000 Baht ☐ 15,100-20,000 Baht ☐ 20,100 Baht and above.
7. What level are you in?	☐ Level 3 ☐ Level 4 ☐ Level 5 ☐ Level 6 ☐ Level 7
8. Now you are working in the department of	☐ OB-Gyn ☐ Surgery ☐ Medical ☐ Pediatrics ☐ Others (Please Specify).....
9. Have you ever had a study, training or seminar about leadership or nursing management?	
☐ Never	☐ Yes, Please specific Topic 1. _____ 2. _____ 3. _____

THANK YOU

Questionnaire For the Staff Nurses

Topic: Exemplary Leadership of Head Nursing Affecting Job Satisfaction and Organizational Commitment of Staff Nurses in General Hospitals in the Northern Region

1. The questionnaire is divided into 4 sections as follows:

Section 1: Questionnaire of job satisfaction of the working staff nurses

Section 2: Questionnaire of organizational commitment of working staff nurses

Section 3: Questionnaire of exemplary leadership of head nurses according to the perception of working staff nurses

Section 4: Questionnaire of personal data of the respondents

2. Please read the definitions in the research and read instructions for each section before answering.

3. Please answer every section of the questionnaire and answer truthfully so that your answers will be considered as complete data for this research and be useful for the nursing management in the future.

Section 1: Questionnaire of job satisfaction of the working staff nurses

Instructions: Please read and understand each statement and indicate your opinion about it by ticking ✓ the box that corresponds to your opinion the most. Please tick only one box according to the following scoring system:

4 = The Most Satisfaction 3 = More Satisfaction 2 = Moderate

Satisfaction 1 = Less Satisfaction 0 = The Least Satisfaction

Statement	Satisfaction Level				
	4	3	2	1	0
1. You are satisfied with the trust when you are working and the admiration you receive when the job is done.					
2. You are satisfied with your participation in your department and when you can achieve according to the target.					
3. You are satisfied with the skills and knowledge development such as: job training, on the job training and higher education.					
4. You are satisfied with the support from your superior in promoting you to a higher position.					
5. You are satisfied with the salary and compensation that you receive. It is appropriate to the current economic situation.					

4 = The Most Satisfaction 3 = More Satisfaction 2= Moderate

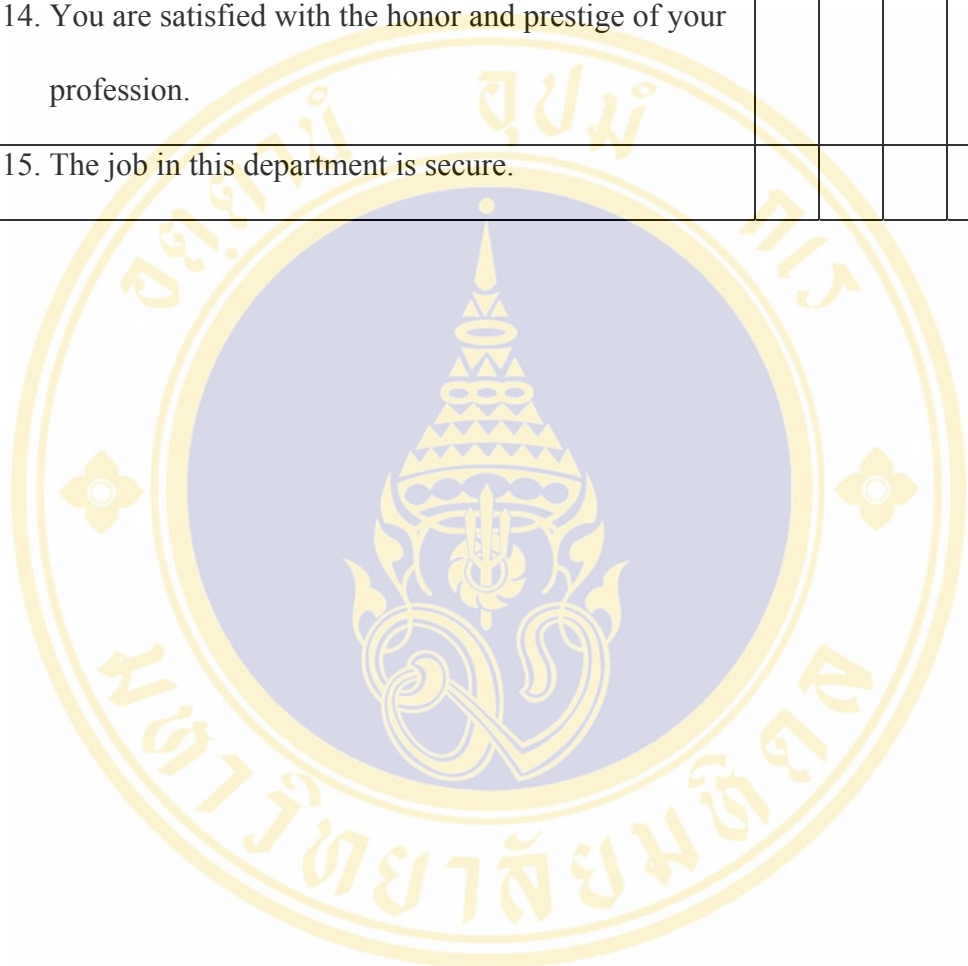
Satisfaction 1= Less Satisfaction 0 =The Least Satisfaction

Statement	Satisfaction Level				
	4	3	2	1	0
6. You are satisfied when your superior is friendly, creating a good working climate with love for each other and without conflict.					
7. You are satisfied with the relationship that you have with colleagues.					
8. You are satisfied that your superior can solve problems reasonably, immediately and promptly, and can assign the job clearly.					
9. You are satisfied with your intention, attention to and implementation of the job that is assigned to you.					
10. You are satisfied with the working system in the wards –that it is convenient, smooth and the job assignments are decentralized.					
11. You are satisfied with sufficient convenient items and equipment or devices that are used to do the job.					
12. You are satisfied with the job responsibility which is challenging and needs techniques and updated knowledge in working all the time.					
13. You are satisfied with the working result that makes you feel good towards the job all the time.					

4 = The Most Satisfaction 3 = More Satisfaction 2= Moderate

Satisfaction 1= Less Satisfaction 0 =The Least Satisfaction

Statement	Satisfaction Level				
	4	3	2	1	0
14. You are satisfied with the honor and prestige of your profession.					
15. The job in this department is secure.					



Section 2: Commitment to the organization of working staff nurses

Instructions: Please read and understand each statement and indicate your opinion about it by ticking ✓ the box that corresponds to your opinion the most. Please tick only one box according to the following scoring system:

You agree with that statement..... 5 = The Most 4 = More 3 = Moderate

2 =Less 1 = The least

Statement	Level of Opinion				
	5	4	3	2	1
1. You are willing and use your maximum ability to help this hospital accomplish its goals.					
2 . You tell your friends that your department is good at :					
13. In your opinion, this hospital is the best place to work.					
14. Your decision to work at this hospital is a mistake.					

Section 3: Questionnaire of the exemplary leadership of head nurses according to the perception of working staff nurses.

Instructions: The following questionnaire consists of statements about the leadership style that your superior practices in your department.

Please read and understand each statement and indicate your opinion about it by ticking ✓ the box that corresponds to your opinion the most. Please tick only one box according to the following scoring system:

Your superior practices according to the statement....

5 = Always 4 = Often 3 = Sometimes 2 = Rarely 1 = Never

Sample

Statement	5	4	3	2	1
1. Your superior acts as role model according to the expectations of the staff.	✓				

The sample means that your superior always works with the challenging job.

You practice according to the statement..... 5 = Always 4 = Often

3 = Sometimes 2 = Rarely 1 = Never

Statement	Level of Opinion				
	5	4	3	2	1
3. Your superior acts as role model according to the expectations of the staff.					
4. Your superior mentions about the future trends that affect work.					
29. Your superior ensures that his/her staff is going to progress by learning new skills and by self-development.					
30. Your superior rewards and supports the staff in the team who produces results.					

Section 4: Personal Data of the respondent

Instruction: Please fill in the blanks or tick ✓ the ☐ in front of your statement.

Section 1: Personal Data	
1. You are years old (counted in full years)	
2. Gender	☐ Male ☐ Female
3. Marital Status	☐ Single ☐ Married ☐ Divorced, widow or separated
4. Highest Education	☐ Bachelor ☐ Master ☐ Others (Please Specify).....
5. Duration of working at this hospital	☐ Less than 5 Years ☐ 5 – 9 Years ☐ 10 Years and up
6. Current Salary	☐ Less Than 10,000 Baht ☐ 10,000 – 15,000 Baht ☐ 15,100-20,000 Baht ☐ 20,100 Baht and above.
7. What level are you in?	☐ Level 3 ☐ Level 4 ☐ Level 5 ☐ Level 6 ☐ Level 7
8. Now you are working in the department of	☐ OB-Gyn ☐ Surgery ☐ Medical ☐ Pediatrics ☐ Others (Please Specify).....
9. Have you ever had a study, training or seminar about leadership or nursing management?	
☐ Never	☐ Yes, Please specific Topic 1. _____ 2. _____ 3. _____

THANK YOU

APPENDIX C

Reliability test for each question in the questionnaire

Confidence Test for each question on Exemplary Leadership

RELIABILITY ANALYSIS – SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
L1	113.0333	376.1713	.6639	.9743
L2	112.7333	383.5126	.4086	.9753
L3	113.2333	362.7368	.7956	.9736
L4	112.9333	373.8575	.5949	.9747
L5	112.8000	368.0966	.7915	.9737
L6	112.9667	368.5161	.7884	.9737
L7	112.8000	371.6828	.6741	.9742
L8	113.0333	366.6540	.7397	.9739
L9	112.8000	376.8552	.5735	.9747
L10	113.0000	375.2414	.6693	.9743
L11	112.8667	371.2920	.7188	.9740
L12	113.0333	362.2402	.8699	.9732
L13	112.9333	364.8230	.8057	.9735
L14	112.8667	370.4644	.6711	.9743
L15	113.1000	363.1966	.8513	.9733
L16	113.2333	372.9437	.5887	.9747
L17	113.0000	366.0690	.7385	.9739
L18	113.3667	368.4471	.7821	.9737
L19	113.0333	371.7575	.6862	.9742
L20	113.1333	364.1195	.8125	.9735
L21	112.9000	369.2655	.7241	.9740
L22	113.1333	369.2920	.7662	.9738
L23	113.2000	369.0621	.7144	.9740
L24	113.1333	369.8437	.6453	.9745
L25	113.2333	356.8057	.8962	.9730
L26	113.2667	360.4092	.8544	.9732
L27	112.8333	372.6954	.8030	.9738
L28	113.4333	357.0816	.9008	.9729
L29	112.9333	356.9609	.8681	.9732
L30	113.1000	364.8517	.7688	.9738

Reliability Coefficients 30 Items Alpha = .9748

Confidence Test for each question on Job satisfaction

RELIABILITY ANALYSIS – SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
S1	44.7667	43.3575	.3804	.8508
S2	44.6333	42.9989	.4424	.8477
S3	44.7000	39.5966	.5206	.8447
S4	44.9667	38.1713	.5469	.8446
S5	45.4333	40.7368	.5043	.8448
S6	44.7333	41.9954	.6089	.8402
S7	44.8333	44.3506	.4404	.8486
S8	45.2667	39.4437	.5319	.8439
S9	44.7333	43.3057	.5601	.8439
S10	45.2000	41.6138	.5128	.8440
S11	45.5333	39.4299	.6386	.8361
S12	44.8667	43.7747	.4742	.8470
S13	44.9333	42.7540	.6548	.8406
S14	44.5667	44.5989	.4340	.8491
S15	44.7000	44.6310	.3290	.8526

Reliability Coefficients 15 Items Alpha = .8542

Confidence Test for each question on Commitment to the Organization
Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
C1	44.4667	27.7747	.0366	.7547
C2	44.8667	25.0161	.3820	.7268
C3	46.1333	23.9816	.2914	.7422
C4	45.0000	26.2069	.3492	.7322
C5	45.3667	24.2402	.5548	.7116
C6	44.7667	26.5299	.1749	.7465
C7	44.5667	26.7368	.2409	.7396
C8	44.9333	24.6851	.4868	.7180
C9	44.8333	24.6264	.4538	.7200
C10	46.6000	20.6621	.5748	.6987
C11	45.4667	25.4299	.2666	.7391
C12	44.6667	26.9195	.1314	.7498
C13	45.0333	23.8954	.5297	.7114
C14	46.8333	22.1437	.5306	.7063

Reliability Coefficients 14 Items Alpha = .7438

BIOGRAPHY

Name	Miss Varaporn Seehom
Date of Birth	17 September 1977
Birth Place	U-Dorn Thani Province
Education	Baromrajachonnanee Nursing College, Bangkok 1996-2000. Bachelor of Science Nursing Mahidol University, 2003-2006 Master of Science (Public Health) Major in Public Health Administration
Position and Current Office:	Professional Nurse Level 5 Queen Sirikit National Institute of Child Health