Efficiency of Authentic Leadership on Turnover Rate of Nursing Staff

Li Chu Lee

Nursing Department, Taipei Tzu Chi Hospital, Buddhist Tzu Chi Medical Foundation, New Taipei City, Taiwan

Background

In clinical practice in Taiwan, most women have not been given sufficient explanations for the medical treatment and have not exercised the right of the informed consent while giving birth, i.e. they have to accept unnecessary medical intervention measures.

Aim

To evaluate efficiency exerted by authentic leadership for the turnover rate of nursing staff, job satisfaction, and patient satisfaction to serve as references for leadership styles of management of hospitals.

Methods

83 nurses from clinics of the Precision Medicine Center were participated and opinions of 2288 outpatients were collected for the satisfaction survey. The subjects got involved in the project of authentic leadership in 2015. The project arranged job contents according to interests of nurses in clinics, facilitated flexible working hours and shortened labor-hour, added personnel for assisting nurses, scheduled presentation of new knowledge of specialties for two hours per week, face-to-face communication for rendering affirmation and appraises twice a week and advancement practices of professional competences.

Results

After involving in the project of authentic leadership in 2015, the turnover rate of nursing staff decreased by 9.9% (13.8% vs 3.9%) and the number of personnel increased from 82 to 103 with 0% vacancy rate, comparing results of 2014 to that of 2016. As to the job satisfaction, the degree of satisfaction to leadership of management and communication channels increased by 6.32% (80.05% vs 86.37%). The satisfaction of outpatients increased by 3% (88% vs 91%; $p = 0.000$) and the complaint cases of patients decreased by 23 (39 vs 16).

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>turnover rate of nursing staff</td>
<td>13.80%</td>
<td>3.90%</td>
<td>↓ 9.8%</td>
</tr>
<tr>
<td>number of nursing staff</td>
<td>82</td>
<td>103</td>
<td>↑ 21</td>
</tr>
<tr>
<td>satisfaction to leadership of management</td>
<td>80.05%</td>
<td>86.37%</td>
<td>↑ 5.32%</td>
</tr>
<tr>
<td>satisfaction of outpatients</td>
<td>88%</td>
<td>91%</td>
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</tr>
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</tbody>
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Conclusion

The more satisfactions that nurses have for the work environment and leadership styles of medical institutions, the lower their turnover intention would be. Therefore, nurses shall share events and frustrations in daily life to maintain a positive attitude. Nurses shall give play to speciality. They shall be affirmed via appreciative inquiries and criticism shall be avoided. Management shall use constructive words to stimulate staff and encourage them to explore new knowledge and construct visions so as to find out the core of a positive revolution. Consequently, changes stem from “spontaneity” rather than oppression of external forces. Influence building includes the application of power, the understanding of own goals and clear transmission of messages so that all colleagues of the unit could be influenced. It is suggested that governors of medical institutions shall treat each employee with sincerity and jointly create a better future based on the critical point for undertaking development.