

# Factors Related to Transformational Leadership Roles in Health Promotion of Chief Nurse Officer District\*

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## ABSTRACT

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This research aimed to examine factors related to the transformational leadership roles in health promotion of the chief nurse officer district (CNO-D). By means of using stratified-cluster sampling, the sample consisted of 195 people. Data collection was conducted by the use of mailed self-administered questionnaires. The response rate was 80.5%. Data were analyzed using a SPSS software program to find the frequency, percentage, mean, and standard deviation. Relationships were analyzed using Pearson correlation as well as stepwise multiple regression analysis. A p value <0.05 was considered statistically significant.

The study found that the CNO-D had high transformational leadership roles in overall health promotion, which accounted for 73.9%. It was found that encouraging, enabling others to act, demonstration and challenging process were all high (86.6%, 84.1%, 75.8% and 63.0%, respectively). The inspiration to share vision was found in a moderate level, (48.4%). The statistically significant factors related to transformational leadership roles in health promotion of the CNO-D were education level, additional leadership training, additional training in health promotion, motivational factors, hygiene factors, health promotion policies, and work resources ( $p < 0.05$ ). The predictor factors of the CNO-D the transformational leadership role in health promotion were motivational factors related to working performance and factors regarding health promotion policy, in which, they could predict a change in leadership role in health promotion of the CNO-D by 54.2%.

The results recommended that a motivational program of working performance and policy advocacy should be developed to promote a change in the leadership role regarding health promotion.

**Keywords:** Transformational leadership role, Health promotion, Chief nurse officer district

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\*A study as part of the thesis for the degree of Master of Nursing Science (Community Nurse Practitioner)

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**Table 1** Number and percent personal characteristics of chief nurse officer district (n= 157)

Personal characteristics	n	%
<b>Sex</b>		
male	15	9.6
female	142	90.4
<b>Age (Year)</b>		
32 - 46	19	12.0
47 - 53	69	44.0
54 - 60	69	44.0
Mean = 52.1 S.D. = 4.5 Max = 60 Min = 32		
<b>Marital status</b>		
Married	104	66.3
Single	33	21.0
Divorced	19	12.1
Separated	1	0.6
<b>Education Level</b>		
Bachelor degree	99	63.1
Master degree	57	36.3
Doctoral degree	1	0.6
<b>Work Experience</b>		
1 - 11	64	40.6
12 - 22	62	39.9
23 - 35	31	19.5
Mean = 14.38 S.D. = 8.764 Max = 35 Min = 1		
<b>Income (Bath/month)</b>		
20,000 - 30,000	3	1.9
30,001 - 40,000	20	12.7
40,001 - 50,000	100	63.7
50,001 ขึ้นไป	34	21.7

**Table 1** Number and percent Personal characteristics of chief nurse officer district (n= 157)  
(Cont.)

Personal characteristics	n	%
<b>Experience with Health Promotion Program</b>		
No	25	15.9
Yes	132	84.1
<b>Additional training for nursing management</b>		
No	60	38.2
Yes	97	61.8
<b>Additional training for leadership</b>		
No	45	28.7
Yes	112	71.3
<b>Additional training for Health Promotion</b>		
No	46	29.3
Yes	111	70.7

**Table 2** factors related to the transformational leadership roles in health promotion of the chief nurse officer district (n=157)

Factors	Pearson correlation	p-value
<b>personal characteristic</b>		
Age	-0.090	0.261
Education Level	0.181	<b>0.023</b>
Work Experience	-0.033	0.683
Additional training for nursing management	0.117	0.144
Additional training for leadership	0.174	<b>0.030</b>
Additional training for Health Promotion	0.296	<b>&lt;0.001</b>
<b>Motivation factor in the work</b>		
Motivational factor	0.704	<b>&lt;0.001</b>
Hygiene factor	0.373	<b>&lt;0.001</b>
<b>Support factor from the organization</b>		
Health promotion policies	0.562	<b>&lt;0.001</b>
Work resources	0.219	<b>0.006</b>

**Table 3** The predictive factors that affect the transformational leadership roles in health promotion of chief nurse officer district analyze by stepwise multiple regression analysis (n=157)

Variables	R	R <sup>2</sup>	Adj R <sup>2</sup>	R <sup>2</sup> Change	b	B	t	sig
<b>Model 1</b>								
Constant					.877	.704	3.473	.001
Motivational factor	.704	.496	.493	.496	.998		12.349	.000
<b>Model 2</b>								
Constant					.689		2.803	.006
Motivational factor					.798	.566	8.733	.000
Health promotion policies	.736	.542	.536	.046	.253	.255	3.941	.000

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