

# The effect of the transformational leadership on confronting the challenges of the quality of Health Services by using TQM in Jordanian private health sector.

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## Abstract

This study aimed at measuring the effect of practicing the transformational leadership in confronting the challenges of the total quality management the health services with the existence of the elements of the total quality management as a mediator variable and for the purpose of realizing the objective of this study a questionnaire was designed and distributed on the sample of the study which consists of the private Jordanian hospitals which are (6) six hospitals and the number of the questionnaires was ( 370) three hundred seventy and by using the method of the critical path results were fulfilled which led to the following conclusion: There is a positive effect of the transformational leadership on confronting the challenges of quality the health services by the existence of the elements of total quality management. Based on this conclusion the study introduced suggestions and recommendations to the decision –makers in the sector who may benefit from using them in their scope of work.

**Key words:** Transformational leadership, challenges of quality of health services, elements of Total quality management.

## 1. Introduction

The subject of leadership and its theories has got great interest from the researchers due to the role of the administrative leaderships and their effective participation in the success of the administrative work because the bases of progress, development and growth in the different fields of life is linked strongly to the style of leadership and to the extent of understanding the groups and to what extent they are influenced and to realize co-operation between them and to understand their target and work on realizing it and to take the responsibility in following this and under the effort of the organizations to keep up with growth and development, so it became necessary to respond to the calls of applying the open administration and to empowerment and participate in decision making (AlAbdeen, 2004) perhaps the leadership which owns these advantages is the transformational leadership which is different from the other kinds of leaderships since it encourages empowerment, authorization and self confidence and integration between the employees and the organization on one side and the outside environment on the other side, it also encourages development, strategic thinking and change (chamjong, 2004) which will help the organization to deal with the challenges which it confronts and to realize survival under a variable and agitated environment (Bani Issa, 2006). on the other side from among the other subjects which has a great global concern is the subject of the total quality management as the work organization witnessed during the last two decades of the last century successive changes, most apparent of these is globalization, openness and fast move towards the market economics (privatization) and the appearance of world and regional economic masses, the cognitive explosion, information revolution and technology (Al- Nadawi, 2009), these changes excreted data and real challenges before many of the work organizations, most apparent is the competition intensifies on all levels which led to the creation of a new system of values in the present world of work which required from the organizations whether productive or service organizations to adopt new administrative philosophies, most apparent of them management. The health organizations in Jordan come at the front of these organizations which worked on applying the principals of Total quality management in its activities because of its direct link to the life of the citizen and because of the importance of the health sector in the life of peoples (Meswadh, 2004).

Despite of the distinction of the health sector and its keenness to offer high quality services which made it an advanced medical centre, but still it is facing a number of challenges which has to be confronted and rectified ( the strategy of the Jordanian Ministry of Health 2010 ).

Based on what had preceded this study aimed at linking the transformational leadership to the Total quality management and the challenges of the quality health services in Jordanian health sector through studying the

effect of the transformational leadership in confronting the challenges of the health service quality with the existence of the elements of the management of total good quality as an (mediator variable) in the Jordanian private hospitals.

## **2. Research Methodology**

### **2.1 Research Problem**

Jordan is an effective part of the global system so it was always keen to commit to the international conventions and serious work to implement the development objectives which were approved by the members of the United Nation Organization related to the health, although Jordan realized advanced percents of accomplishment, but there are still number of the challenges which confronts the Jordanian health sector which are linked to the management of the total quality represented by the element of leadership, the element of management of human resources and the element of management of information ( the strategy of the Jordanian Ministry of Health 2.12 ).

And as a result of the field visit which the researchers made to the Ministry of Health and to the higher Jordanian health council and to the council of approving the Jordanian health care establishments and to a number of the Jordanian private hospitals and interviewed number of the specialists in these hospitals They became sure that these challenges are still standing due to the followed leadership style and the ways of dealing, henceforth we can decide the problem of the study can be identified that the Jordanian private health sector confront a number of the challenges which requires study and research, so the problem of the study can be identified in the following question:

- What is the effect of practicing the transformational leadership in confronting the challenges of the quality of health services with the existence of the elements of the total quality management (as an mediator variable) in the private Jordanian hospitals

### **2.2 The objectives of the study**

The main objective of the study is represented in recognizing the effect of the transformational leadership in confronting the challenges of the quality of health services with the existence of the elements of the total quality management (as an mediator variable) in the private Jordanian hospitals

From this objective comes out two sub- objectives:

- Preparing a form which clarifies the relation between the transformational leadership and the total quality management and the challenges of the health service quality in a way which helps to show the way of practicing the transformational leadership during the application of the elements of the total quality management to confront the challenges of quality health services in the private Jordanian hospitals.
- To introduce the suggestions and recommendations to the decision makers to make use of them in the field of their work

### **2.3 The importance of the study**

The study gained its importance from the importance of the study sector which is the Jordanian Health Sector because it is directly connected to the life of the human being in addition to its being one of the biggest sectors , in terms of labor and investment in Jordan (The strategy of the Jordanian of Health Ministry, 2006), since this study helped to recognize the obstacles which hinders the development and progress of this sector, so the importance of this study can be identified as follows :

- The importance of the study for the researchers and academics

This study is considered a reference to the researches and academics in Jordan and Arab World, since this study introduced theoretical and practical framework about the transformational leadership and the total quality management and about the challenges of the health service quality, and this study is a base where the researchers move to wider scopes for searching and inquiring about the transformational leadership and the total quality management and about the challenges which are linked to it and its effect on this sector and the others sectors .

- The importance of the study to the health directors

This study provides a reference which shows the health directors and health leadership and the decision makers of the health organization the effect of their behavior in solving and confronting the challenges which they face and to make use of them in generating new ideas and new solutions to the problems which they encounter which shall be reflected positively on the accomplishment of their organization.

- The importance of the study for the providers of the health service.

This study presents a vision about the effect of the behavior of their leadership on their organizations and the range of importance in applying the elements of the total quality management during practicing their work, it also generates new ideas to them that may be discussed with their leadership, in order to come to the required object to all the parties of the health organization

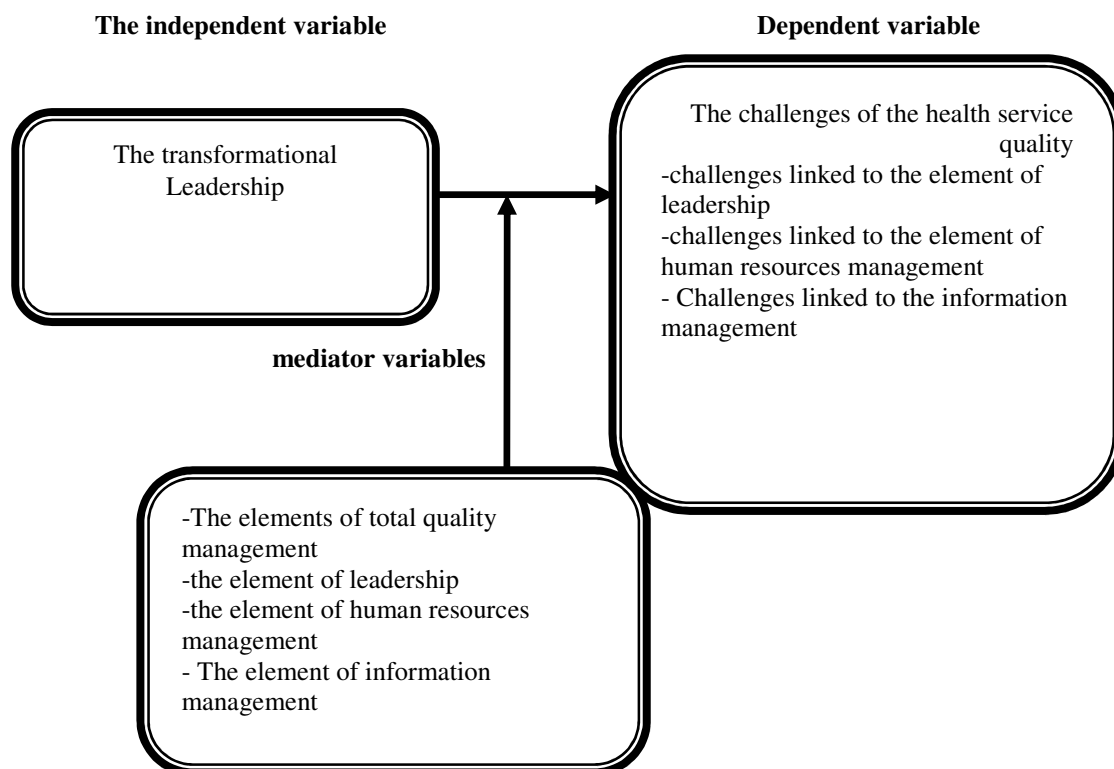


Figure 1. Model of The study  
 Figure 1: Research Model

Source – the design of the researchers in reference to the strategy of the Jordanian (Ministry of Health (2006-2010))  
 (The strategy of the Jordanian Ministry of Health (2008 -2012))  
 (Copy of adopting the measurement of Health Care, 2009)

### 2.5 Research hypotheses

For the purpose of achieving the objectives, hypotheses were set as follows:-

#### **The first main hypotheses:**

H<sub>A</sub>: there is an effect of statistical indication of the transformational leadership in confrontation with the challenges of the quality of the health service in the light of applying the elements of the total quality management in the Jordanian private hospital, the study subject.

From these hypotheses comes out the following subsidiary hypotheses:

H<sub>A-1</sub> – there is an effect of statistical indication of the transformational leadership in confrontation with the challenges of health service quality which is linked to the element of leadership in the light of applying the element of leadership in the Jordanian private hospitals, the study subject.

H<sub>A-2</sub> there is an effect of statistical indication of the transformational leadership in confrontation with the challenges of quality of health service which is linked to the element of human resources management in the light of applying the element of human resources management in the Jordanian private hospitals, the study subject.

H<sub>A-3</sub> there is an effect of statistical indication of the transformational leadership in confrontation with the challenges of quality of health service which is linked with the information management in the light of applying the element of information management in the Jordanian private hospitals, the study subject.

### 2.6 Research Method

The sample of the study

The sample of the study consisted of (6) six Jordanian private hospitals as follows:

- 1- Jordan Hospital 2- The Islamic hospital 3- Al- Isra' hospital 4- Al- Hayah hospital 5- Al- Khaldi hospital 6- Al- Shmeisani Hospital

Table 1. The number of the distributed questionnaires

Name of hospital	Name of distributed questionnaires
Jordan hospital	100
Islamic hospital	100
Al- Isra hospital	80
Al- Hayah hospital	30
Al – Khaldi hospital	30
Al – Shmeisani hospital	30
Total	370

- Ways of collecting information

Ways of collecting information consisted of the two main parts:

First part:

To make a review and survey of the theoretical and field studies related to the transformational leadership and total management quality and the challenges of health service quality, also the researchers made a field visit to the Jordanian ministry of health and to the Jordanian world

health council, also to the council of the approved health council establishments and number of the Jordanian private hospitals, they made personal interviews with number of the official and personnel of the management of the quality, they reviewed the books, the scientific magazines, Arabic and foreign periodicals, M.A and PhD. Thesis, in addition to the documents information on the Website.

The second part:

A questionnaire was developed to reflect the effect of the transformational leadership to confront the challenges of the health service quality with the existence of the elements of the total quality management as an mediator variable as it was made use of the questionnaires and the previous study in this subject and it was laid before a number of the judges to be sure of the authenticity of the content and some of the necessary modifications were made on the questionnaire paragraphs, then it was distributed on the sample persons in a number of the Jordanian private hospitals, the study subject and the quintuple scale of Lekart was used to measure to measure the content of the questionnaire as follows :

(1- For the grade agree strongly 2- agree 3- for the grade neutral 4- disagree 5- strongly disagree)

But for the statistical methods to use the critical path as it serves the targets of the study, its problems and hypotheses.

## 2.7 The procedural definitions

The study included a number of the main variables as was stated in the study model and it was necessary to clarify these variables, so to allow the reader to understand its variables to reach the desired target and here is an explanation for these variables:

- The transformational leadership in the Jordanian health sector

It is the leadership which works on extending the concerns of the employees in the Jordanian health organizations, activate them and deepen the level of their knowledge and their acceptance of the vision of the health organization for the benefit of the organization through the Charisma of the leadership and its work to gratify the emotional needs of every person in the health organization, encourage and support the ingeniousness of the personnel of the health organization (Al- Ameri 2002)

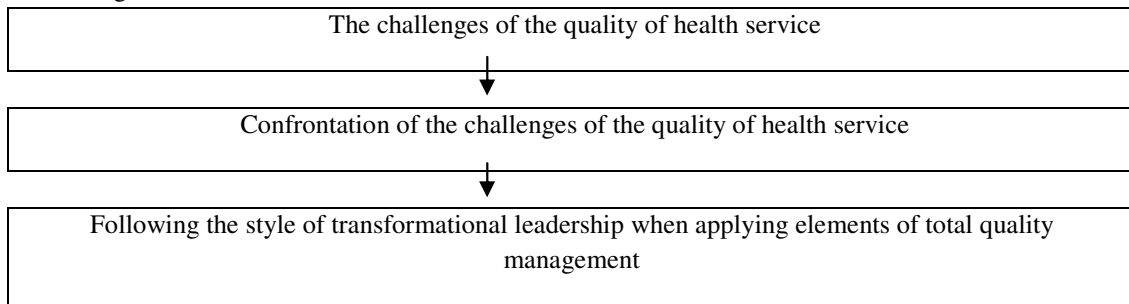
- Total Quality Management in the Jordanian Health Sector

It is a way and management approach which proved its ability to come up with the best results which are represented by meeting the needs and objects of the society, improving the health condition, promote health, and make the inside and outside consumer and owners of interests happy. This approach requires continuous measurement of the quality and identify the reasons which may reduce the health service and to take the right decisions and it also requires the commitment, undertake and the merging of all manpower to manage this approach effectively and efficiently and to use all ways, techniques, procedures, tools, processes and

systems to realize the objectives of the health organization (The strategy of the Jordanian Ministry of Health (2008- 2012).

- The elements of total quality management in the health sector  
They are group of elements capable for implementation and measurement; these elements are related to the safety of patients in the health organization which leads to offering high quality health service (copy of adopting the measurements of health care 2009)
  - ❖ The element of leadership :It means the ability to deal with highly sophisticated matters by selecting the future objectives through safe planning and preparing the balance and to explain the way for realizing the objectives and allocate the necessary required resources for it, it means to direct and deal with change, it also involves setting the vision and the strategy the intended changes for the purpose of implementing the vision which unite and motivate all to overcome obstacles which confront the organization(copy of adopting the measurements, 2009 )
  - ❖ The element of human resources management: It is one of the important elements of total quality management which means providing the right number and diversity of human resources so to enable the health organization to accomplish its missions properly, the health organization shall guarantee having qualified personnel with sufficient experience for every job, it shall also take care of developing the level of their skills, knowledge and capacities systematically (copy of adopting the measurements of health care, 2009 )
  - ❖ The element of management information: they are systems to plan, organize, analyze and control information that are used in the process of taking decisions in the health organization including what is based on the computer, documents and paper documents ( copy of adopting the measurements of health care, 2009)
- The challenges of the health service quality: they are the obstacles problems which the Jordanian health organizations confront which are reflected passively on the quality of the offered health service to the patients ( the strategy of the Jordanian Ministry of Health, 2008-2012)
  - ❖ Challenges that are linked to the element of leadership
    - There is no mission that emphasized the importance quality in the Jordanian health organization
    - The inability of leadership to create commitment for applying the mission of the Jordanian health organization
    - Centralization in managing the health service (the strategy of the Jordanian Ministry of health, 2008-2012)
  - ❖ Challenges that are linked to the element of human resources management.
    - There are no mechanisms, or programs for enabling and training the workers in health organizations that helps the vocational, the functional, the medical and the clinical development
    - There are no moral incentives that are suitable to the urgent needs of the workers in the Jordanian health organizations
    - The invisibility of the roles of those who offer the health services because there is no document that clarifies the determined, the job description of people who offer the health service (the strategy of the Jordanian Ministry of health, 2008-2012)
    - There is no developed mechanism for the internal communications to facilitate the dissemination of knowledge in health organizations (the strategy of the Jordanian ministry of health, 2008-2012)
    - No supporting leadership to the information management conscious in its concept and importance in dissemination of knowledge inside the health organizations (The strategy of the Jordanian ministry of health, 2008-2012)
- The theoretical frame  
The theoretical frame includes the relation between the study variables through different shapes which shall be explained successively, the study consists of three main variables:
  - The transformational leadership - The elements of total quality management -The challenges of the quality of health service

Figure 2



After the researchers explained figure which explains the relations between the study variables, this figure shall be explained concisely. This figure was established based on any problem that resulted from a problem and logical solutions for that problem that wanted to find logical solutions for it. In this study represented by the challenges of the quality of the health service which is linked to the element of leadership, the element of human resources management and the element of information management. This application is very important because it provides the basis for confronting these challenges, but this basis is in need to be managed in a right and distinctive way that guarantee a successful and efficient management of these elements, that is why appeared the need for transformational leadership represented by the dimensions and advantages of the transformational leadership so to become one of the solutions that helps in confronting these challenges, so when transformational leadership is practiced during the application of the total quality management represented by the element of leadership, the element of human resources management, and the element of information management so challenges can be confronted. For example the challenge represented by the inability of the leadership to create commitment of applying the health organization mission solution:

- Application of leadership element because it provides the basis for challenge represented by providing the mission health organization.
  - practicing the transformational leadership (dimensions and advantage) during applying the leadership element because it can create enthusiasm and commitment towards this mission, consequently this challenge can be confronted which shall be confronted positively in confronting this challenge
- Here is a detailed clarification for every challenge of these challenges and how to confront it.

Figure 3. How to face the first challenge which is linked the elements of leadership

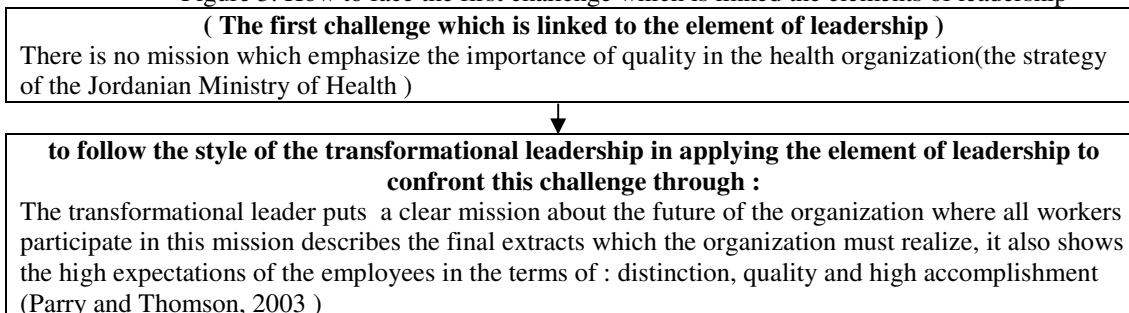


Figure 4. How to face the second challenge which is linked the elements of leadership

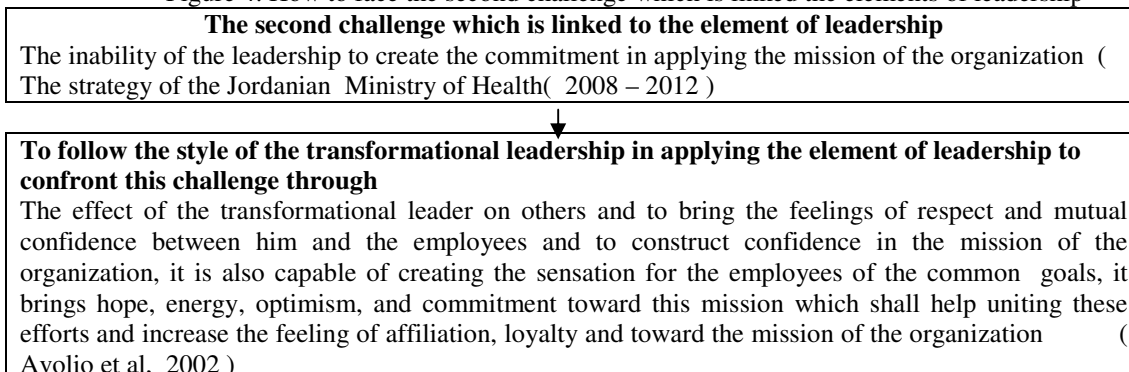


Figure 5. How to face the third challenge which is linked the elements of leadership

**The third challenge which is linked to the elements of leadership**  
Centralization in managing the health services ( the strategy in the Ministry of Health 2008 -2012 )

**Following the style of the transformational leadership in applying the element of leadership to confront this challenge through :**

The transformational leader inspire confidence in the organization and building up confidence in employees and to look at them as working people not as subordinates, based in this he authorizes part of the authority to the employees and grant them freedom when accomplishing their tasks so that they can develop their skills and abilities, and this authorization is done through control to know whether employees need additional direction or no. (Metcalf, 2001 )

Figure 6. How to face the first challenge which is linked the elements of Human Resources Management

There are no mechanisms, or programs for enabling and training the employees in health organizations that helps the vocational, the functional, the medical and clinical development. (the strategy of the ministry of health, 2008-2012)

**Following the style of the transformational leadership in applying the element of the human resources management to confront this challenge through**

The transformational leader provides an environment for growth and development through empowered the transformational leader of some of his powers to the employees and encourage them to take risk and ability and don't put limits before them when accomplishing their tasks and transformational leader also provides innovative training methods to improve their accomplishment and transformational leader expresses his confidence in their abilities to realize the high expectations in performance and transformational leader offers the positive feedback which shall help with developing the skills and the capacities of the employees to become the leaders of the future. ( Daft, 2004 )

Figure 7. How to face the second challenge which is linked the elements of Human Resources Management

**The second challenge which is linked to the element of human resources Management**

There are No moral incentives that are suitable to the urgent for the needs of the employees in the Jordanian health organization ( the strategy of the Ministry of Health ( 2008-2012 )

**Following the style of the transformational leadership in applying the element of the human resources management to confront this challenge through**

The transformational leader shall not use power, domination, and dictatorship, since he is working as a trainer, advisor, friend, and director, he also communicates with the employees to know their needs and wishes and to merge them with the organization objectives taking into consideration the personal differences between them, also he avoid criticism of any member of the organization, he is a good listener to the employees, gives them confidence and safety if they wanted to say something, he practices his leadership on the basis of justice, integrity and objectivity which will motivate the employees morally.  
( Moraphy, 2005 )

Figure 8. How to face the third challenge which is linked the elements of Human Resources Management

**The third challenge which is linked to the element of human resources Management**

The invisibility of the roles of those who offer the health services because there is no document that clarifies the determined the job description of people who offer the health services (the strategy of Jordanian ministry of health, 2008-2012)

**Following the style of the transformational leadership in applying the element of the human resources management through**

The ability of the transformational leader a framework which explains the duties of the employees, their job roles, to bring real meanings to what every member of the organization does, and it also explains the way to do the work, its methods and ways ( Barling et al, 2003 )

Figure 9. How to face the first challenge which is linked to the information Management

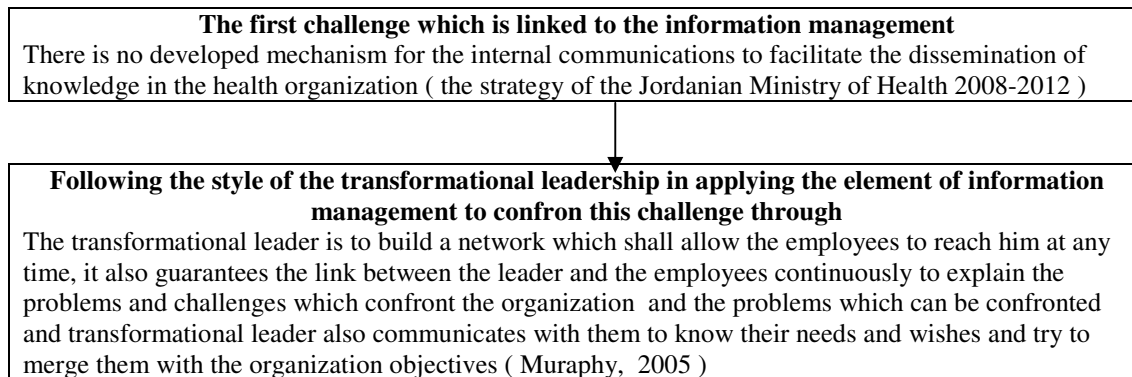
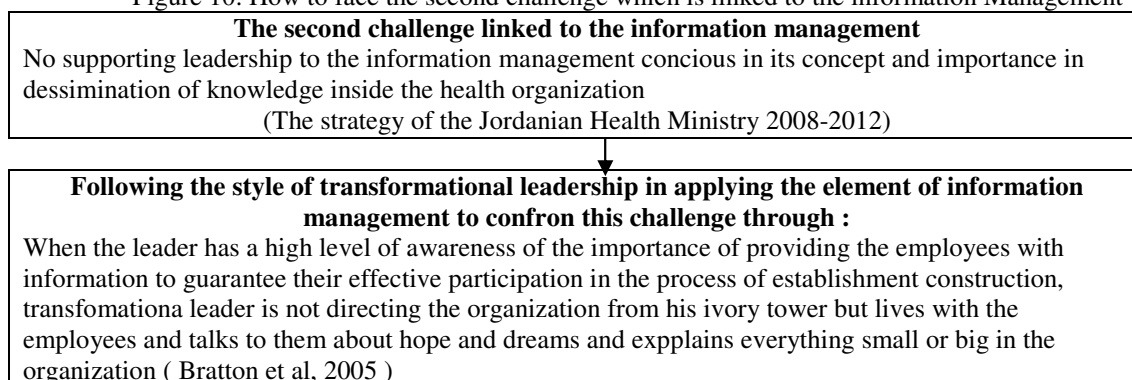


Figure 10. How to face the second challenge which is linked to the information Management



• **Applied study**

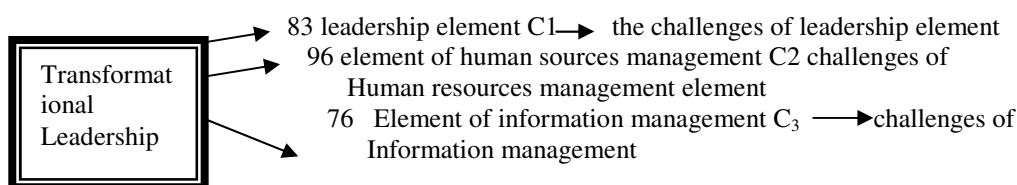
The applied study includes the conclusions of the statistical analysis and the results of the study which were made as a result of these conclusions, also they include the recommendation of the study and here is a detailed explanation of each one:

- The results of the statistical analysis
- Testing the first main hypotheses

H<sub>1</sub> There is an effect of statistical indication of the transformational leadership in confrontation of the challenges of the health service quality in the light of applying the elements of the total quality management in the private Jordanian hospitals, the study subject.

To test this hypotheses the critical path analysis was made and here are the results linked to this:

Figure 11. Testing the first main hypotheses



From this hypotheses springs out the following hypotheses:

H<sub>A-1</sub> there is an effect of statistical indication of the transformational leadership in confrontation of the challenges of the quality of health services which is linked to the element of leadership in the light of applying the element of leadership in the Jordanian private hospitals, the study subject.

To test this hypotheses direct measuring element was extracted and its statistical value (T) which results appears in the following table:



Table 2. Testing of the hypotheses ( $H_{A-1}$ )

Calculated $\chi^2$	GF1	CF1	RMSEA	Direct effect	T	Significance level
10.12	0.96	0.97	0,035	0,25-	2,35-	0,000

$H_{A-2}$  to test these hypotheses there is an effect of statistical indication in confrontation of the challenges of the quality of health care which is linked to the human resources management in the light of applying the element of human resources management in the Jordanian private hospitals, the study subject.

To test this hypothesis the (direct measuring element) was extracted and its statistical value (T) which results appears in the following table:

Table 3. Testing of the hypotheses ( $H_{A-2}$ )

Calculated $\chi^2$	GF1	CF1	RMSEA	Direct effect	T	Significance level
10.12	0.96	0.97	0,035	0,23-	2,15-	0,000

$H_{1-3}$  There is an effect of statistical indication of the transformational leadership in confrontation of the challenges of quality of health services which is linked to the element of information management in the light of applying the element of information management in the Jordanian private hospitals, the study subject.

To test this hypotheses the direct measuring element was extracted and its statistical value (T) which results appears in the following table:

Table 4. Testing of the hypotheses ( $H_{A-3}$ )

Calculated $\chi^2$	GF1	CF1	RMSEA	Direct effect	T	Significance level
10.12	0.96	0.97	0,035	0,34-	3,31-	0,000

**The conclusion of the study:**

- 1- There is a positive effect of the transformational leadership in confrontation of the challenges of the health service quality in the light of applying the elements of total quality management in the Jordanian private hospitals, the study subject.
- 2- There is a positive effect of the transformational leadership in confrontation of the challenges of the health service quality which is linked to the element of leadership in the light of applying the element of leadership, so the more the transformational leadership is practiced when applying the element of leadership, shall be reflected positively on the confrontation of challenges which are linked to this element.
- 3- There is a positive effect of the transformational leadership in confrontation of the challenges of the health service quality linked to the element of the human resources management in the light of applying the element of human resources management, so the more the transformational leadership is practices during the application of the element of the human resources management shall be reflected positively on the confrontation of the challenges which are linked to this element.
- 4- There is a positive effect of the transformational leadership in confrontation of the challenges of the health service quality which is linked to the element of information management in the light of applying the element of information management, so the more the transformational leadership practiced during the application of the element of information management, shall be reflected positively on the challenges linked to this element.

**The recommendations of the study:**

- The study recommended based on the conclusions of the study : To practice the transformation leadership widely during the application of the elements of the total good quality in the Jordanian private hospitals , the study subject through :
- Engage the employees in the Jordanian private hospitals in establishing a message and a future vision of the hospital
- To allow the employees in the Jordanian private hospitals in building up the future plans of the hospital and to engage them in decisions which are related to them.
- To consider the needs of the employees in the Jordanian private hospitals whether personal or practical.

- To deal humanly and fairly with all the employees in the Jordanian private hospitals.
- To consider the moral side when taking the decisions in the Jordanian private hospital
- To give priority to the interest of the hospital over the personal interest.
- To impart the feelings of respect and respect between the high leadership and all the personnel in the Jordanian private hospitals
- To respond positively to the developing initiatives of the employees in the hospitals.
- To merge the objectives of the employees in the hospitals with the objectives which the hospital seeks to implement.
- To set a work plan to grant the employees in the hospital freedom to practice their work, emphasize and support authorization of powers to the employees in the hospital.
- The continuous communication between the higher management with the employees in the hospital to discuss all matters related to the hospital and the matters that are related to the personal needs of the employees in the hospital.
- To provide an environment to the growth and development of the skills and abilities of the employees in the hospital

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