

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	DBA		
Module:	Approaches to Research and Academic Communication		
Module code:	HKBM7000	Contribution to Overall Module Assessment (%):	40%
Lecturer:	Dr. Luk Chung Leung	Internal Verifier:	
Assignment Title:	In-class Presentation	Time Allowed:	25 minutes
Submission deadline:	14 August 2021	Return date of provisional marks & written feedback:	13 September 2021
Submission method:	Each students needs to present to the class a summary of the research proposal within 20 minutes. The presentation is designed to gauge the student's ability to communicate and present information related to research and academic matters. A soft copy of the PowerPoint slides used for the presentation should also be submitted via Turnitin before the presentation.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

UNIVERSITY OF WALES: TRINITY SAINT DAVID
SCHOOL OF BUSINESS
HKBM7000
APPROACHES TO RESEARCH AND ACADEMIC
COMMUNICATION
PROFESSOR: DR LUK

Student: Chan Kwok On Clive (Student No. 2031101)
Assignment: Research Proposal

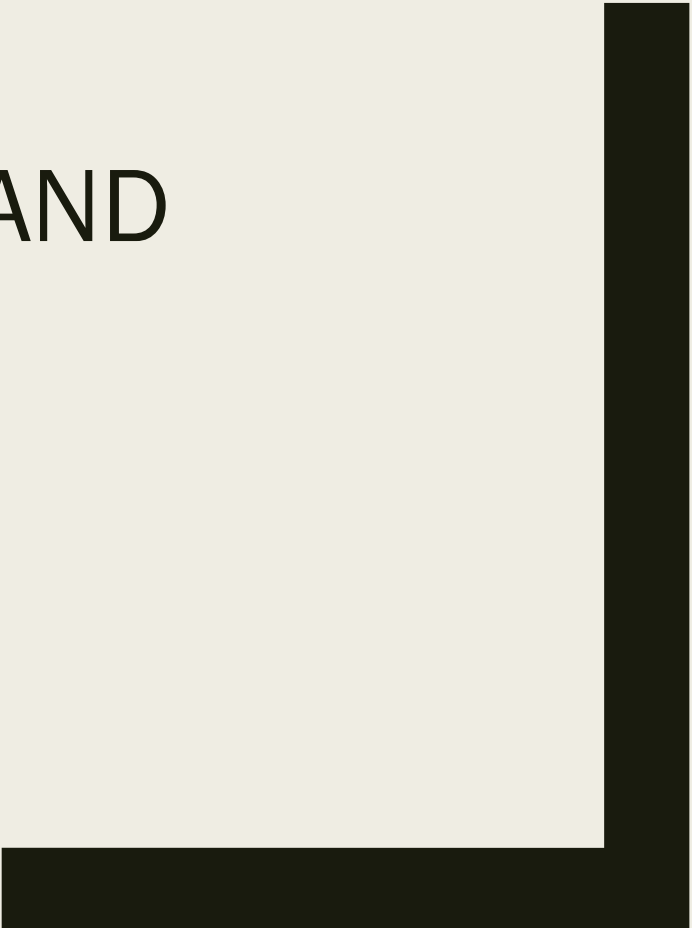


Title of the paper

- Transformational leadership in long term care services of Hong Kong



RESEARCH PROBLEMS AND OBJECTIVES



Industry Background

- Long Term Care (LTC) implied a well planned for the caring of the elderly persons, especially those who are frail and demented.
- Service types of LTC can be stayed at own home with community services support, but mostly it means the nursing home care for the elderly.
- Nursing Homes (NH) usually operated by Nursing, Social Work, and Therapeutic professionals with the support of a large scale of frontline care workers.
- As the ultimate goal of LTC is to provide suitable care for the old folks, the industry is strongly relied on the manual work and good heart of the staff members,
- Therefore, quality of care is in line with the stability and optimistic attitude of the staff members.

Industry Background

- The optimistic attitude towards the routine caring is very fragile. Lacking of cohesiveness and job satisfaction lead to high rate of turnover, and directly affect the quality of care.
- Turnover of caring teams in LTC is common, and it is a global issue.
- In US, the staff turnover rate in long-term care (LTC) facilities is staggering.
- A recent survey revealed an average turnover rate of 49% for nurses and 71% for certified nursing assistants.
- On a given day, there are approximately 100,000 nursing staff positions available in LTC facilities.
- Excessive staff turnover and vacancy rates are costly in terms of recruitment and training.
- Depending on job complexity, it may take up to 6 months for a new employee to become fully functional, which may have a negative impact on the quality of care provided.
- To compound these staffing needs, the demand for LTC services is expected to continue to increase for several decades as the baby boomer generation ages.
- Furthermore, the age group most likely to need LTC - those over 85 years of aged is projected to increase threefold by 2040. (Utley et al. 2011)

Industry Background

- Population in Hong Kong is rapidly aging, and retaining care staff is also a workforce concern for the long-term care industry, especially in line with the growing demand for nursing home services.
- However, we found less research to address the staff's leadership behaviors and their influence on organizational commitment.
- Therefore, my idea of the research is to study the leadership behaviors of direct importance for professional and frontline care workers and provide insight into organizational commitment among workers closest to elder care.

Industry Background – Population Issue

- Hong Kong's total population is expected to grow from 7.34 million in 2016 to 8.22 million in around 2043 at a moderate growth of 0.4% per annum on average.
- Population aged 65 or above is 1.37m (19%) and will be double in 2051.
- Our population is ageing, and ageing fast. The number of elderly persons aged 65 and over is projected to more than double in the coming 30 years. The proportion of elderly people within total population continues to increase while that of younger people is declining.
- Hong Kong will experience an inverted population pyramid.

Industry Background – LTC Services in Hong Kong

- In Hong Kong, around 6%, i.e., approx. 70,000 of elderly population are living in the long-term care facilities – nursing homes.
- The Homes run by NGOs and private sectors that the quality of management of the quality of care are directly affected the well-being of the elderly, families, and Government policies.
- The study will aim at collecting information from the management and staff of these facilities in order to explore the implications of the leadership approach.

Industry Background – LTC Services in Hong Kong

- Subvented beds: 29,155 (251 Homes)
- Private beds: 49,030 (587 Homes)
- Total: 78,185 (838 Homes)
- Waiting list: 35,714 (5/2021)
- Waiting time 24-42 months
- According to the license requirement of manpower:
- 2600 Nurses
- 9400 Care Assistants
- Excluding other Paramedical and auxiliary staff
- The industry not only involves more than ten thousand workers and their families, it also involves minimum 5.4 Billion Government subvention per year.
- Source: www.swd.gov.hk

Definition of Problems

- In 2013, a survey conducted by Hong Kong Council of Social Services that highlighted vacancies of frontline care assistants (CAs) in local nursing homes were also increased 12.4%, because of the very high turnover rate, and more than half of the manpower are aged 50-59, implied a large amount of coming retirement of the industry.
- According to the Government report in 2018, the turnover rate is 18%. (<https://www.info.gov.hk/gia/general/201711/29/P2017112900367.htm?fontSize=1>).

Definition of Problems

- The rapidly growing number of older people with increasingly complex needs places pressure on quality of care and thereby presents a need for innovation in nursing homes.
- 'leadership: a key to successful innovations'. The innovations described in the included studies transform the underlying values of organizational culture. The review shows that participative, involving and innovative leadership is the key to success in innovation processes. (Kari et.al. 2019)

Definition of Problems

- We've found a lot of research in recent years to discuss the job satisfaction of the trained nursing staff or the frontline care workers in the long-term care industry for the elderly.
- We're trying to locate the dominants to sustain the workforce and minimize the workforce turnover.
- These studies are critical since the business is not mainly just for profit but involved a significant proportion of government subvention and promoting the well-being of the older population.
- Under such circumstances, other than collecting the data from the workers' groups, I believe that the management's leadership behavior is a critical area for evidence-based study.

Definition of Problems

- Specifically, leadership styles have been shown to influence turnover (Donoghue & Castle, 2009), and nursing home administrators specifically have been found to lack leadership skills necessary to improve organizational performance (Scott, Vojir, Jones, & Moore, 2005).

Research Questions

- Assuming the people centered management is the dominant of quality of care in long term care services for the older adults, what is the impacts of the leadership style in promoting effective people management?

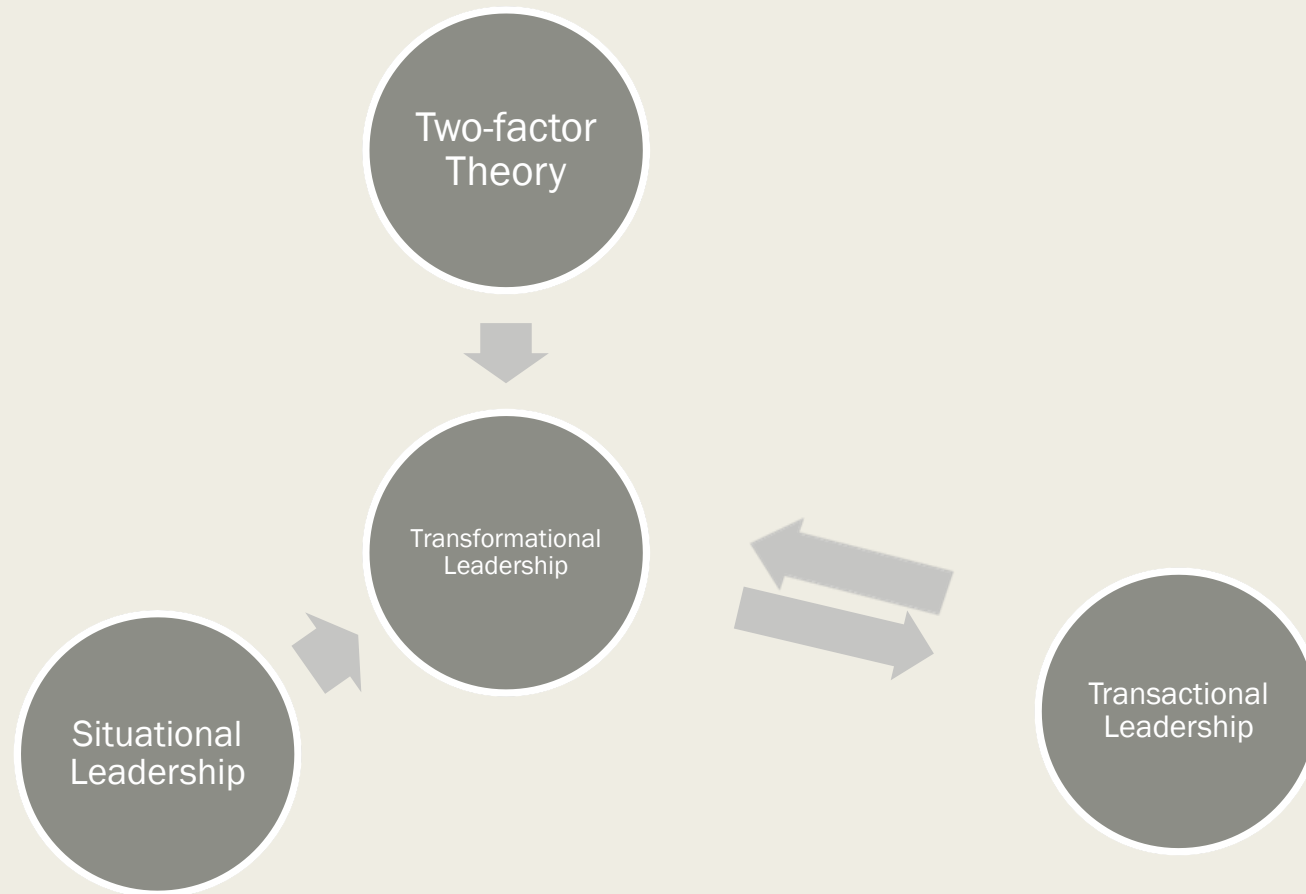
Research Objectives

- To study the transformational leadership approach in promoting the quality of management, especially the person-centered approach of long-term care services for older adults.

Review of Relevant Theories and Literature – Quality of Care in LTC

- The provision of quality care in nursing home (NH) facilities is an ongoing challenge, and the literature indicates that the quality of care (QOC) is often suboptimal.
- While it is highly recommended that NH facilities adopt a culture of person-centered care (PCC) to ensure quality care, the outcomes of this shift on staff working in NH settings has not been well studied.
- PCC intervention and training representing the key concept of workplace resources has a positive impact on NH staff job stress and satisfaction.
- Clinical Relevance Supporting the NH workforce through PCC training is essential for promoting job satisfaction and reducing job-related stress as well as turnover, which in turn will improve QOC delivered to the residents living in NHs. (Santhiny et al. 2019)

Review of Relevant Theories and Literature – Significance of Transformational Leadership (TL)



Review of Relevant Theories and Literature - Two-factor Theory

- In the discussion of Herzberg's Two-factor Theory, other than Hygiene Factors, Motivators (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth (Hackman & Oldham 1976), which persuades managers who are obliged to put great effort not only on the service delivery and the operation mechanism, but also to promote organization commitment, team spirit, and sense of belonging of the employees.
- However, nowadays manpower shortage and high turnover rate of local nursing home service reflect the management is not keen to invest in people management but mostly relies on the negotiation of Hygiene Factors with the employees.
- Therefore, researcher would really want to conduct this study, with the reference framework of organizational empowerment, to collect data and explore the implications on the job satisfaction of the employees and also the people management strategies of the organizations, in the hope of presenting a practical model for the nursing homes management so as to promote the employees' job satisfaction, and a positive image of the discipline to attract the younger generation to join the sector.

Review of Relevant Theories and Literature - Person-Centered Situational Leadership

- Many models of nursing leadership have been developed internationally in recent years but do not fit with the emergent complex philosophy of nursing home care.
- The Person-Centered Situational Leadership Framework that supports this philosophy. It forms the theoretical basis of the action research study described in this article.
- The Person-Centered Situational Leadership Framework captures seven core attributes of the leader that facilitate person-centredness in others: relating to the essence of being; harmonizing actions with the vision; balancing concern for compliance with concern for person-centredness; connecting with the other person in the instant; intentionally enthusing the other person to act; listening to the other person with the heart; and unifying through collaboration, appreciation and trust.
- Person-Centered Practice Framework makes an important key contribution internationally to the gap in knowledge about leadership in residential care facilities for older people.
- (Brighide et.al 2018)

Review of Relevant Theories and Literature - Transformational and Transactional leadership

- Burns (1978) distinguished between Transactional leadership and Transformational leadership
- Transactional leadership refers to the bulk of leadership models, which focus on the exchanges that occurs between leaders and their followers, e.g. politician, teachers.
- The exchange dimension of transactional leadership is very common and can be observed at many levels throughout all types of organizations.

Relevant Theory/ Model: Transformational and Transactional leadership

- In contrast, Transformational leadership is the process whereby a person engages with others and create connection that raises the level of motivation and morality in both the leader and the follower.
- This type of leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential.
- (Burns 1978)

Initial Assumptions or Hypothesis

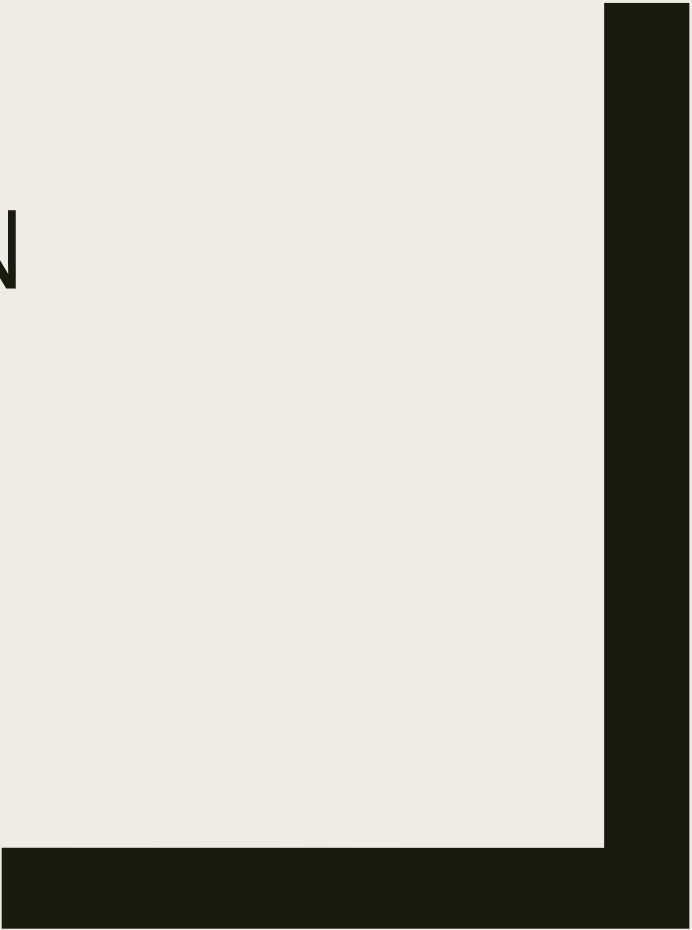
- As person-centered services, we've found that promoting the staff's ownership of the daily care for the frail elderly is essential and is in line with the quality of care.
- Transformational leadership is assumed to be one of the practical approaches to lead the team and reach the goals of the service aims.

TL Processes and Outcomes





RESEARCH DESIGN



Operational Definition of Variables - Significance of Leadership

- The correlation between transformational leadership and organizational commitment among frontline workers in long term care organizations has not been empirically tested.
- Job characteristics and work experiences have been identified as influences, or antecedents, on organizational commitment; these characteristics and experiences include job challenge, work relationships, feedback quality, group attitudes, empowerment, role stress, job satisfaction and trust (Liou, 2008).

Operational Definition of Variables - What Is Long-Term Care?

- National Institute on Aging
- Long-term care involves a variety of services designed to meet a person's health or personal care needs during a short or long period of time.
- These services help people live as independently and safely as possible when they can no longer perform everyday activities on their own.
- Long-term care is provided in different places by different caregivers, depending on a person's needs. Most long-term care is provided at home by unpaid family members and friends.
- It can also be given in a facility such as a nursing home or in the community, for example, in an adult day care center.
- <https://www.nia.nih.gov/health/what-long-term-care>

Operational Definition of Variables - Quality of Care

- Each resident will receive , and the facility will provide , the necessary care and services to attain or maintain the highest practicable physical , mental , and psychosocial well - being , in accordance with the comprehensive assessment and plan.
- The facility will ensure that the resident obtains optimal improvement or does not deteriorate within the limits of a resident's right to refuse treatment , and within the limits of recognized pathology and the normal aging process.
- A resident's abilities in activities of daily living do not diminish unless circumstances of the individual's clinical condition demonstrate that diminution was unavoidable.
- This includes the resident's ability to (a) bathe , dress , and groom ; (b) transfer and ambulate ; (c) toilet ; (d) eat ; and (e) use speech , language , or other functional communication systems.
- (Allen 2016)

Operational Definition of Variables - Quality of care in LTC

- Leaders who create an atmosphere in which employees are
 - *valued, acknowledged, challenged, and engaged in unit decision making*
 - *will ultimately enhance job satisfaction, staff retention, and quality of care.* (Utley et al. 2011)
- The overriding goal of LTC is to provide quality care to residents.
- Nurse staffing levels alone are a necessary, but not a sufficient condition for positively affecting care in nursing homes.
 - *Training, supervision, environmental conditions, leadership and management, and organizational culture (or capacity) are essential elements in the provision of quality care to residents.* (Wunderlich & Kohler 2010)

Operational Definition of Variables - Quality of care in LTC

- TL provides the dual benefits of shaping environmental conditions and organizational culture while meeting training and supervision needs of the staff.
- Other than local authorities, the Center for Medicare and Medicaid Services (CMS) in US has established quality measures for LTC in areas such as pain control, pressure ulcers, and restraint use.
- These quality measures represent common resident care issues in LTC.
 - *Achievement of positive outcomes for these measures is determined by assessment data routinely collected during each resident's stay.*
 - *These assessments measure the resident's clinical condition to document the quality of care provided for residents.*

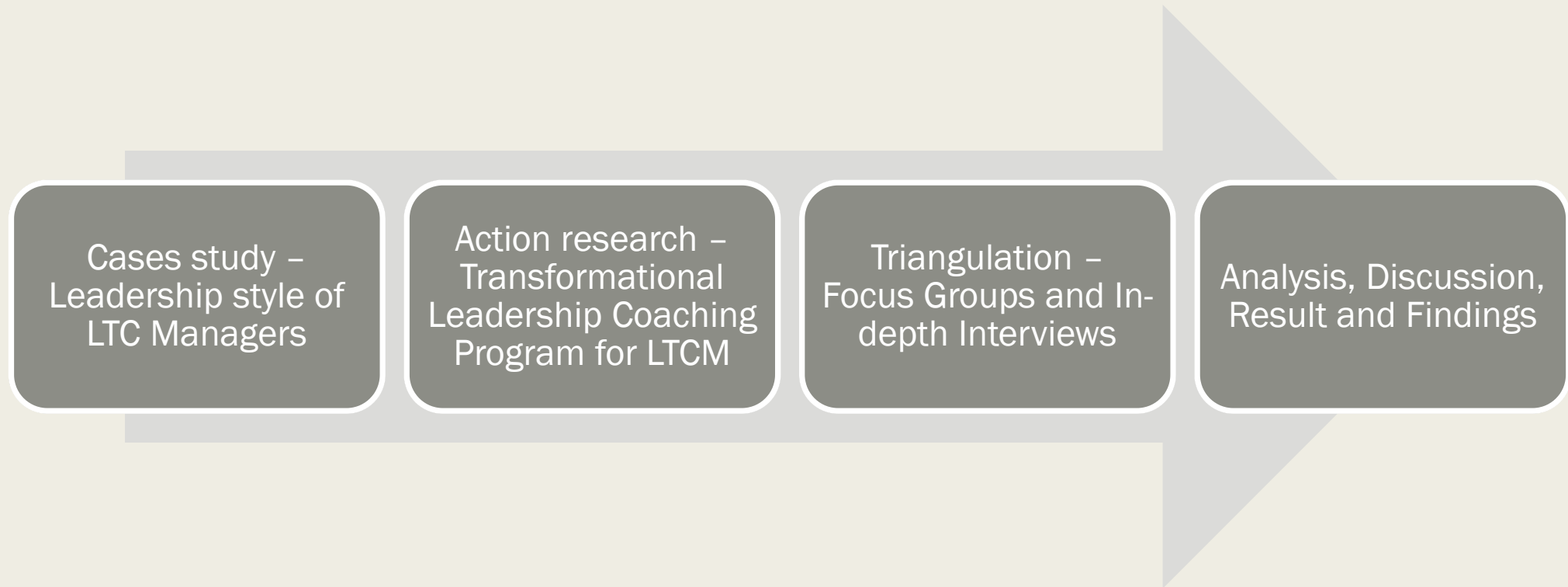
Operational Definition of Variables - Transformational Leadership

- Transformational leadership is an approach in which a leader inspires and motivates team members to create positive organizational changes.
- This leadership style can increase group morale, lead to rapid innovation, improve conflict resolution, decrease turnover and foster a sense of ownership amongst a team.
- It is a process where leaders and followers raise each other to higher levels of motivation and morality, that changes and transforms people.
- It is concerned with emotions, values, ethics, standards, and long term goals.
- It includes assessing follower's motives, satisfying their needs, and treating them as full human beings.
- Transformational leadership involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them.
- (Northouse 2016)

Measures/Instruments

- This research will adopt Qualitative Research method to collect data and analysis.
- Qualitative Research attempts precise measurement of something.
- It is based on research immersion in the phenomenon to be studied, gathering data which provide a detailed description of events, situations and interaction between people and things, providing detail and depth.
- Interpretative research because it seeks to develop understanding through detailed description – often builds theory but rarely tests it. (Cooper & Schindler 2014)

Research Method and Process



Research Method - Case Study

- Use to explore a single phenomenon in a natural setting using a variety of methods to obtain in-depth knowledge.
- The importance of the context is essential
- The focus on the understanding the dynamics present within a single setting. (Eisenhardt, 1984)
- It must be a constructed to be sensitive to the context in which management behaviour takes place. (Bonoma 1985)

Research Method - Action Research

- Action Research is a methodology used in applied research to find an effective way of bringing about a conscious change in a partly controlled environment.
- The main aim of action research is to enter into a situation, attempt to bring about change and to monitor the results.
- Believing the process of inquiry as forming a cycle of planning, acting, observing and reflecting. (Lewin 1946)
- Focused on the outcome that might result from the research being done. (Baker 1999)

Research Method - Plan of Action Research

■ Principles

- *The planning stage Identifying the objective it is intended to achieve, and how it may be done.*
- *Observed effects of action and reflected on before modifying the overall plan.*
- *Researcher and the client must be agreed on the aims of the study. (Collis & Hussey 2014)*

■ Action plan

- *Recruit target LTCM*
- *Adopting the framework of TL for LTC (Utley et al. 2011)*
- *Periodically individual interviews*
- *Group sharing sessions*
- *Participant observation into meetings and operation.*
- *Duration: 6 to 9 months*

Research Method – Coaching Framework of Transformational Leadership Behaviors

■ Individualized Consideration

- *Get to know employees - create feelings of being cared about as a person*
 - Offer flexible scheduling or self-scheduling for family- or school-related needs
- *Create opportunities to succeed*
 - Recognize employee's strengths
 - When possible, match the employee's strengths to a work assignment

Research Method – Coaching Framework of Transformational Leadership Behaviors

■ Intellectual Stimulation

- *Encourage staff development*
 - Create situations to challenge employees and expand their abilities
 - Encourage educational opportunities during monthly staff meetings
- *Acknowledge the importance of employees' knowledge and skills*
 - Include employees in problem-solving resident care issues
 - Create an atmosphere in which employees feel safe to explore possible solutions
 - Encourage creativity and innovation

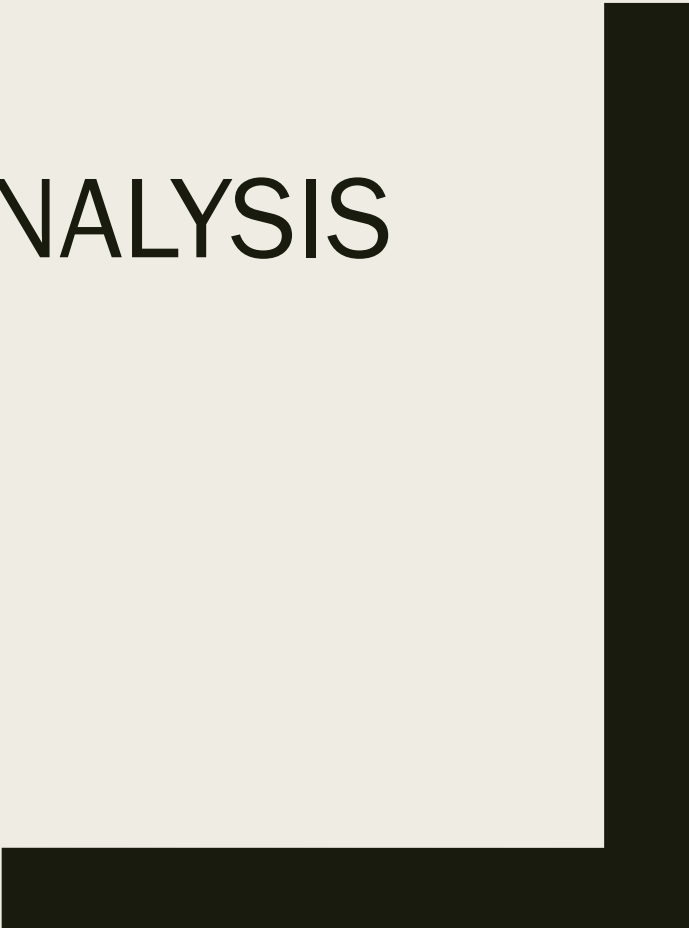
Research Method – Coaching Framework of Transformational Leadership Behaviors

■ Inspirational Motivation

- *Model enthusiasm and optimism to employees*
- *Provide frequent feedback and recognition*
 - Verbally acknowledge employees who perform well Establish formal employee recognition programs and incentives
- *Praise good communication and teamwork*
 - Create a reward system for helping others
 - Establish friendly team competitions to meet resident care goals
- *Promote employee independence and empowerment*
 - Implement ideas from employees that may make their jobs easier and improve quality of care
 - Develop care teams to identify residents at risk of pressure ulcers, falls, or other adverse events



DATA COLLECTION AND ANALYSIS AND REPORT



Research Method – Coaching Framework of Transformational Leadership Behaviors

- Idealized Influence
 - *Be visible and approachable*
 - *Demonstrate competency and integrity*
 - *Model your expectations*
 - Make expectations known to employees
 - Demonstrate actions consistent with the vision and mission
 - Hold everyone accountable to the same standards
 - Conduct regular meetings to discuss current care issues
- Source: Some data are from Bass et al.(2003) and Stewart (2006)

Sample and Sampling method

- Convenience Sampling
- Case Studies: 3 to 5 cases
- Action Research: 12 to 15 cases
- Inclusion criteria: Manager or In-Charge of NH
- Focus groups: 2 to 3 groups

Data Analysis

■ Data Collection

- *Structured, semi-structured, and unstructured interviews*
- *Participant observation*
- *Records review*
- *Focus groups*
- *Reflective journal*

■ Data Analysis

- *Contents analysis*

Data Analysis – Triangulation

- Used to describe the combining of several qualitative methods or combining qualitative with quantitative methods (Cooper & Schindler 2014)
- This research will adopt to combine various qualitative methods for the triangulation.
 - *Focus groups with the LTC managers*
 - *In-depth interview with LTCM*
 - Structure or unstructured interviews
 - With interview guide

Expected Findings

- The ways of various Home's management in processing the people management and its effectiveness to the promotion of people centered caring for the users.
- Assuming that the transformational leadership approach will be the most effective approach in mobilizing the teams' spirit, cohesiveness, motivation, job satisfaction, on-going staff development and sustaining of staff members.

Managerial / Practical Implications

- The study results are expected to induce discussions within the service sectors, especially young managers with a long-term commitment to the industry.
- Moreover, the research is also likely to foster the attention of the academic institutes and the Government, continuously provide expertise and resources for the advanced training of the social service managers, not only to strengthen their leadership to be more focused on people development but also promote the quality of management of the whole sector.
- It is also assumed that after the research, active policies should reflect the values of the organization and follow from a compelling, collective vision and mission.

Limitations

- Difficulty in recruiting the target of coaching and focus group, as most of the LTC Managers are competent enough to run their operation with their own style.
- The sample size is small which is unable to generalize the conditions of the observation.
- Triangulation is limited to various qualitative methods may not be adequately convincing, figuring out quantitative method afterwards will be desirable to enhance the validity.

Ethical Issues

- It is researcher's ethical responsibilities include the overarching principles of academic integrity and honesty, and respect for other people throughout the research process.
- Therefore, the following ethical considerations will be addressed in the process (Punch 2014):
 - *Informed consent is important to the people I wish to study. It is essential to offer the purpose and information of the research to them.*
 - *Keeping the data collection in confidentiality and anonymity.*
 - *Beware of not to misuse of the research results.*
 - *Always be aware of the reciprocity relationship with the participants of the research, not just of Researcher's interest in all aspects.*
 - *Beware of any harm or risk involved.*
 - *Handle with care about conflicts of interest.*

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