

# Factors Affecting Hospitals Employee Performance in Taian City, The People's Republic of China

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## Abstract

Working in every organization requires success and achieving the goals that have been set. Quality human resource management therefore It is very important to bring success. Organizations and every organization will give the importance of leadership by Seeking new ways to develop personnel to be a good leader with ethics, patience, and sacrifice. Behave as a good example for your followers. This article is a research article have a purpose (1) To study factors affecting the work performance of hospital employees in Taian City, the People's Republic of China. (2) To development hospitals employee performance in Taian City, the People's Republic of China. The population is 30,681 employees from 105 hospitals in Taian. Using a questionnaire as a tool to collect data. The statistical methods used in data analysis for quantitative research include descriptive statistical analysis, correlation analysis, factor analysis and structural equation modeling. Analysis data by Descriptive statistics and Content Analysis. The research results were found as follows; Factors affecting the performance of hospital employees in Taian City People's Republic of China is Transformational leadership, organizational justice, and internal motivation all have an important impact on employee performance. It was found that modeling transformational leadership behavior has a positive impact on improving employee performance. in actual work A supervisor is one of the people employees have the most contact with. Hospital leaders need to have quite a high level of morality. dare to take responsibility and set an example for the employees they lead. Leaders should also pay attention to the process of interacting with employees and set an example for their employees. The results show that all four dimensions of organizational justice and all five dimensions of intrinsic motivation have a direct positive impact on employee performance.

**Keywords:** Hospitals Employee; Performance; Taian City

## Introduction

Knowledge is the most important and inimitable resource of hospitals and the basis of their sustainable competitive advantage (Grant, 1996). Hospitals are knowledge-intensive units that have long been responsible for the basic medical care of the general public. Hospital employees, whether doctors, nurses, pharmacists, administrative staff, or Department General for Operation & Maintenance, need a considerable level of knowledge and skills to be competent. Employees with higher levels of knowledge have become the main driving force

for hospitals to create value, which puts higher demands on leadership behavior in organizations. How to effectively motivate employees to maintain continuous work enthusiasm, strive to exert their talents, and continuously improve their performance levels, thereby promoting the improvement of organizational effectiveness, is a major issue that leaders are currently thinking about. Leaders are the key to promoting employee growth and leading organizations to achieve strategic goals. Current research on leadership theory has shown that leaders play an important role in employees' work performance, job satisfaction, team cohesion, and hospital culture identity. However, existing empirical studies have found that under the management of different leadership styles, the performance level of such employees with high knowledge levels and obvious personalization will produce very different management effects.

Unlike other leadership styles, transformational leadership not only requires leaders to communicate their ideas and opinions with subordinates, but also encourages leaders to pay close attention to subordinates' career vision, development goals, psychological demands, and personal needs in their daily work, linking employees' own development with the hospital's vision, allowing employees to participate in the process of realizing the organizational vision, inspiring employees to think independently, and enhancing employees' autonomy and enthusiasm in work. According to (Shah et al, 2011), among many types of leadership styles, transformational leadership has become the most popular form due to its productive, supportive and innovative nature (DuBrin, 2012) believes that transformational leaders strive to improve employee performance and organizational efficiency. In this article, we focus on the impact of transformational leadership on employee performance, and organizational fairness and internal motivation will play the role of mediating variables. With the intensification of economic globalization competition and the popularization of employee-centered management methods, improving managers' leadership effectiveness has become one of the most important ways to enhance the core competitiveness of enterprises and maintain sustainable competitive advantages (Arevalo, Laud, and M. Johnson, 2014). Over the past 20 years, transformational leadership has become one of the most popular leadership styles in academia and practice (Jensen and L.L. Br, 2018). Transformational leadership is often used to describe leaders who articulate a shared vision of the future with their subordinates, motivate them intellectually, and pay attention to individual differences between people. Transformational leaders can motivate subordinates to put the interests of the organization first and make extra efforts to serve the organization. Transformational leadership behaviors include encouraging employees to work hard to achieve organizational goals, clearly showing employees their understanding of organizational values, mission, and results, and aiming to guide employees. Huawei, Xiaomi and other hospitals in China apply the transformational leadership model to the management practices of their own hospitals, giving employees some rights at work, allowing employees to feel a sense of belonging and control as "insiders", and enhancing their autonomy. At the same time, leaders will provide employees with a clear development blueprint so that their own career plans are consistent with the hospital's vision, thereby increasing the enthusiasm of employees to work and enabling hospitals to develop rapidly and succeed in a complex economic environment.

For enterprises, whether they can retain talents is the core element for sustainable survival and development in a highly competitive market environment. Transactional leadership will cause employees to lose their loyalty, sense of security, and sense of belonging to the company, which in turn will cause them to lose work creativity and enthusiasm, frequently change jobs, and reduce employee performance. At present, the problems of hospital management in Taian are as follows: (1) Redundancy and inefficiency. Hospitals are obviously overstaffed and inefficient. With the continuous optimization and diversification of hospitals,

many positions have become insignificant, and the old employees are not competent for the new positions, so they have to recruit new people. Because many hospitals are nostalgic, the hospital staff is too complicated. This also means that the orders of the hospital management need to be passed through multiple layers before they can be passed down to the grassroots, which greatly reduces the work efficiency and development progress of the hospital. (2) Low enthusiasm. Hospital employees are generally not enthusiastic. In fact, hospital employees are most concerned about the salary issue, but the reward and punishment system of many hospitals is like a sham. Because the promotion of hospital employees is slow and there is no appropriate source of income, the enthusiasm of hospital employees will begin to decline over time. Finally, this impact will spread to the entire hospital, slowing down the development of the hospital. (3) Rewards and punishments are not clear. Some departments of the hospital are crowded with people, while others are ignored, but the salaries are almost the same. Many hospitals are confused. Although their departments are popular, the staff turnover is very high. Often, they are poached by other hospitals within a few years. If you work more than others every day, but the income is the same, anyone would feel unbalanced. This will also make hospital employees feel lazy and think that it doesn't matter whether they work more or less, which will reduce the work efficiency of the hospital. (4) Hospitals are special institutions with strong specialization. You can't have your cake and eat it too. Hospital doctors should focus on saving lives and healing the wounded, rather than letting them do management that they are not good at. This may often cause problems. However, parachuting in a manager from outside to manage the hospital is not reassuring. Therefore, hospitals often face the dilemma of not being able to train their own people well, but also being afraid that outsiders will come and give blind orders without understanding the hospital. These problems lead to low employee efficiency, which seriously affects the development speed of the hospital and the improvement of medical quality. Therefore, how to improve the performance level of employees and make them promote the overall development of organizational performance and achieve the established organizational goals has become a problem to be solved.

Excellent employee leadership can be followed throughout the team. An objective way to monitor employee sentiment to maintain continuous effectiveness is to use a continuous level survey feature that supports cross-sectional surveys. It is an important issue that leaders are thinking about.

To sum up, although some scholars have already realized that the research on the impact of transformational leadership on employee performance is very important and have put forward certain management opinions, the hospital in Taian City is used as the research object to discuss transformational leadership. There is still little research on how it affects employee performance. This study will take transformational leadership as the starting point, and discuss how the mediation effect of organizational balance and Intrinsic motivation will affect employee performance, in order to contribute to academic research and hospital management practice in this field.

## Research Objectives

1. To study factors affecting the work performance of hospital employees in Taian City, People's Republic of China
2. To development hospitals employee performance in Taian city, the People's Republic of China.

## Literature Review

### 1.Theory of Transformational Leadership

#### Meaning of transformational leadership

Leadership theory is a theory that studies the effectiveness of leadership, and it has always been one of the key research directions in the field of management. In the process of the development of leadership theory, what factors will have an impact on the effectiveness of leadership has been carried out. Scholars have conducted a lot of research on leadership issues from different angles and have gone through three stages: the theory of leadership characteristics, the theory of leadership behavior, and the theory of leadership contingency. Known as traditional leadership theory. Later, some scholars studied leadership behavior from other perspectives, which promoted the development of leadership theory.

(Bass, 1995) pointed out: the specific characteristics of transformational leadership, and believes that transformational leaders have qualities such as being able to maintain calmness and a sense of humor when a crisis comes, and being able to maintain patience and responsibility at critical moments of decision-making. Some scholars believe that the leader's authorization of employees will help to establish an atmosphere of trust and change employees' work attitudes. By allowing subordinates to complete their work autonomously, the management strategy can be matched with the organizational culture to ensure the realization of organizational goals. Transformational leaders use their own capabilities to establish the most suitable vision for their employees, and then communicate with their subordinates sincerely, so that subordinates can feel that their vision is likely to be realized, so as to make a commitment to the organization (Bass, 2006), and then, for Do your best to realize the vision of the organization and provide feasible suggestions for the development of the organization.

(Morgan, 1989) believes that transformational leaders use their own capabilities to establish the most suitable vision for their employees, and then communicate with their subordinates sincerely, so that subordinates feel that their vision is likely to be realized, so that they make a commitment to the organization, and then, work hard for the realization of the organization's vision, and provide feasible suggestions for the organization's development.

(Leithwood, 1992) believes that transformational leadership will also establish corporate culture, describe a bright future to employees, stimulate employees' psychological motivation in the way they are good at, help employees clarify their own work goals and visions, and enable employees in the workplace. There is passion, hope and drive at work.

(Waldman, 2001) believes that transformational leadership is an organization that includes leadership behavior and the positive impact that leadership has on employees. Among them, the leader played the following roles: conveying the organizational mission, describing the organizational vision, and expressing the expectations of subordinates. At the same time, the leader had many positive influences on the employees, including: positively affecting the emotions of the employees, and making employees actively trust the leader as a leader, let employees admire and respect leaders from the bottom of their hearts.

### 2. Theory of Organizational Justice

Equality means: "People enjoy equal treatment in society, politics, economy, law, etc.; it generally refers to equal status." (Arthur Okun, 1956) used "Equality" in "Equality & Efficiency" (Equality & Efficiency), means "the state of being equal" (equal state), and "Equal" refers to "the same in size, amount, number, degree, value, etc." (size, number, degree, value, etc. Equal, consistent). It can be seen that equality emphasizes the meaning of "equal, consistent, and indifferent". At the same time, these objective equality and indifference can be tested empirically, which is an objective reality rather than a subjective value judgment.

Corresponding to equality, justice (Fairness) is to recognize the factual inequality. The pursuit of de facto equality can only fall into egalitarian equality, so that social members with different endowments and qualifications can achieve equality of results. justice recognizes

differences, The key is the rationality of the difference formation process and the acceptability of the difference results. The double meaning of "Justice" comes from the relationship between justice and equality and fairness, so there are "equal justice and fair justice". The different meanings of justice show the two values of justice, "equal justice" emphasizes "same," "fair justice" emphasizes "different"; according to the value of equality, difference is unjust, and justice should not be different; according to the value of fairness, justice is a reasonable difference. At a certain stage of social development, justice often includes justice of difference. This historical nature makes the justice of difference have a certain rationality. Theoretically speaking, "equality the justice of fairness" and the justice of justice respectively express the two sides of justice. The justice of equality emphasizes the value and ideality of justice, which is the beautiful pursuit of human beings in social life: the justice of justice emphasizes the instrumentality and reliability of justice. Cash ability, it makes this pursuit operable and achievable. From a practical point of view, "fair justice" is more realistic in daily life."

(Adams, 1965) first began to study the issue of justice in organizations. In his paper "Injustice in Social Exchange" published in 1965, he proposed that distributional justice refers to the justice and rationality of the distribution of compensation that employees feel. The justice theory proposed by him believes that the justice perceived by individuals from the organization is not only affected by the absolute value of the salary and benefits received, but also by the relative value. This theory emphasizes more on the equivalence of individual effort and return. This is the first stage of academic research on perception of organizational justice.

(Thibaut & Walker, 1975) first proposed the concept of "Procedural justice", that is, the perception of justice in the decision-making process. They argue that the process of planning and executing decisions is the primary factor in determining perceptions of fairness, rather than the final outcome. Since then, academic research on organizational justice has entered its second stage. On this basis, (Leventhal et al, 1976) applied Procedural justice to organizational situations, paying attention to the decision-making process and the level of justice of the results, and proposed six standards of Procedural justice in 1980.

### 3. Theory of Intrinsic Motivation

#### The meaning of work motivation

Work motivation is a psychological state, which refers to a series of internal and external forces that stimulate behaviors related to job performance and determine the form, direction, intensity and duration of these behaviors. Motivation is a general term. It is a generalization of all the processes that cause, control and maintain physiological and psychological activities". It is an important part of the individual dynamic system, the driving force of behavior, and the direct driving force of behavior.

Motivation refers to the psychological tendency or motivation that motivates and maintains an individual to carry out an activity and leads the activity toward a certain goal." From this definition, it can be seen that motivation contains the process of urging people to complete the work or goal that will be achieved. In business organizations Among them, it plays an important function in management, so that subordinates or employees can be induced to complete the expected results of their work. For individuals, motivation also cooperates with those internal forces that drive individuals to move forward in the direction of accomplishing goals. Stress. In other words, motivation is a behavioral process that can be regarded as "a person expends effort or energy to meet a certain need or achieve a certain purpose." Work motivation is one of the most effective and complex social motivations. A motivation that motivates individuals to work hard, innovate with high quality, and continually improve their work. In the 1970s, the research on work motivation began to rise abroad, and has formed rich theoretical results, and has been widely used in management practice. However, the definition of work motivation has not yet been widely recognized. Scholars still have some differences

on the definition of work motivation. (Campbell and Pritchard, 1976) believed that work motivation is a process that drives individuals to put effort into work spontaneously. (Raymond A. Katzell & E. Thompson 1990) believed that work motivation is a prominent structure related to the environment and process that determine the arousal, direction, intensity and persistence of individual effort in work. (Steer & Porter, 1991) believed that work motivation is a process in which behavior is stimulated, oriented and maintained in an organizational context'. (Pinder, 1998) described work motivation as a series of internal and external forces that motivate work-related behaviors and determine the form, direction, intensity and duration of these behaviors. Work motivation is an intangible, internal, hypothetical structure. This definition sees that both the external environment and the individual's internal forces have an impact on work-related behavior. This definition emphasizes three key factors: effort, organizational goals and need. Later, he defined work motivation as a process, which reflects the individual's effort intensity, direction and persistence in order to achieve the goal. Intensity refers to how much effort the individual tries to make, but high intensity does not necessarily bring satisfaction. Satisfactory work performance, unless this effort is directed in a direction that is beneficial to the organization. Persistence is how long an individual's efforts are likely to last.

#### 4. Theory of Employee Performance

##### The meaning of performance

In the past, industrial-organizational psychologists often viewed performance as a single dimension, or simply classified it as task performance. For example,

(Bernardin, 1988) once defined it as "the result of a behavior". He believed that the final performance of the work is closely related to the strategic goals set by the company, as well as employee satisfaction and the cost of input. The definition of performance is to equate performance with results, or an efficiency between work behavior and results. This judgment is based on facts that occurred in the past. Performance based on "post-hoc judgment" can easily lead to undesirable consequences - the subject's focus will be on the company's short-term goals and short-term behaviors, and it is easy to ignore the company's long-term strategic planning. (Dillon, 1987) defines performance as a behavior that is related to corporate goals. It is the actual actions taken by people and can be observed by others. (Brumbrach, 1988) believes that performance is a combination of behavior and results, and feels that the behavior will be demonstrated through work while getting the job done. Behavior is not only a result, but also a result in itself.

(Bernardin et al, 1984) considered performance to be a record of output over a specific period of time, produced by a specific job activity or function. Employee performance is the product of employees engaging in specific activities or functions within a specific period of time. Output results are the best evaluation criterion, although they are also subject to motivation, ability and situation constraints. (McClelland, 1973), a professor at Harvard University, proposed the concept of competency and then developed the Job Competency Assessment Method (JCAM).

(Kane, 1986) believes that there are five basic behaviors of performance: coordination of activities among colleagues, protecting system actions, creating a good external environment for the organization, self-training based on additional responsibilities, and improving innovative suggestions for the organization.

To sum up, we can see that performance is actually multi-dimensional, and the conclusions are different depending on the perspective of observation and demand analysis.

## Conceptual Framework

This concept was first introduced by scholar (Adams, 1965) based on the fairness theory proposed by (Festinger, 1962), who emphasized the importance of organizational fairness and stressed that the internal environment of the organization will affect employees' perception of organizational fairness, The details are as follows

Independent variables

Dependent variable

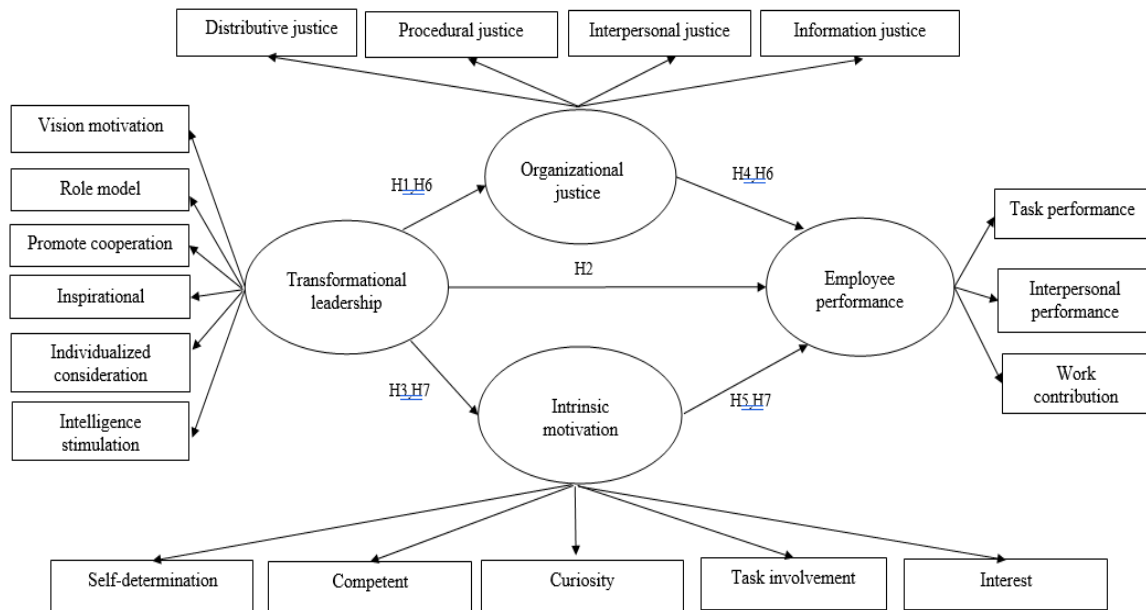


Figure 1 Conceptual Framework

## Research Methodology

The sample of the quantitative study is 30,681 employees of 105 hospitals in Taian City (data source: Taian Municipal People's Government, 2022), including doctors, nurses, pharmacists, administrative staff and Department General for Operation & Maintenance. Based on the sample calculation method proposed by Hair, the variables in this paper are 18. According to the sample calculation formula  $18 \times 20 = 360$ , in order to ensure the observability of the research results and the reliability of the data quality, this paper preliminarily determines that the sample distribution volume is 400. Random sampling was used for the distribution and collection of questionnaires.

The quantitative research method aims to analyze and clarify the causal relationship between transformational leadership and employee performance in Taian City Hospital, as well as the mediating role of organizational justice and Intrinsic motivation in this relationship. Quantitative data were collected through a questionnaire survey of Taian Hospital employees. The statistical methods used in data analysis for quantitative research include descriptive statistical analysis, correlation analysis, factor analysis and structural equation modeling.

(1) Descriptive statistical analysis, it is an overall evaluation of the valid sample data recovered from the questionnaire survey. It not only analyzes the center position of the

quantity, but also expresses the degree of dispersion of the quantity. The descriptive statistical analysis of the samples in this article was performed using software. The analysis consists of two parts. The first part measures demographic information, such as gender, age, education, work experience, etc., and mainly uses frequencies and percentages for analysis. The analysis is presented in the form of tables or charts; the second part analyzes transformational leadership. The four variables of organizational justice, Intrinsic motivation, and employee performance are measured, mainly using mean and standard deviation for analysis, and presented in tables or charts. Likert Scale method. When analyzing the data, the students collected all the scores and found the mean and standard deviation of the sample into 5 grades according to the standard of the question is grading scale.

### (2) Correlation analysis

The analysis of the correlation between two variables or multiple variables is called correlation analysis. It is usually used to analyze whether the changing trends of two or more sets of data are consistent. It is used to analyze whether there is a correlation between two variables without distinguishing between independent variables and dependent variables. The Pearson coefficient is called the Pearson correlation coefficient, also called the linear correlation coefficient. It is used for linear correlation analysis and is the most commonly used correlation coefficient. This coefficient is used when the data satisfies the normal distribution

### (3) Factor analysis

The KMO test is used to check the correlation and partial correlation between variables, with values between 0 and 1. The closer the KMO statistic is to 1, the stronger the correlation between variables, the weaker the partial correlation, and the better the effect of factor analysis. In actual analysis, the effect is better when the KMO statistic is above 0.7.

## Research Results

Analysis of the general data of the respondents

from data collection A total of 366 completed questionnaires were received. The specific basic information statistics are as follows:

Table 1 The number and percentage of respondents classified by gender

| <b>Gender</b>          | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |
|------------------------|-----------------------------|-------------------|
| Male                   | 134                         | 36.6              |
| Female                 | 232                         | 63.4              |
| <b>total</b>           | <b>366</b>                  | <b>100.00</b>     |
| <b>Age</b>             | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |
| 25 years or less       | 50                          | 13.6              |
| 26-35years             | 114                         | 31.1              |
| 36-45 years            | 155                         | 42.4              |
| More than 45years      | 47                          | 12.9              |
| <b>total</b>           | <b>366</b>                  | <b>100</b>        |
| <b>Education level</b> | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |

|                                                   |                             |                   |
|---------------------------------------------------|-----------------------------|-------------------|
| Bachelor's degree or below                        | 108                         | 29.5              |
| Bachelor's degree                                 | 182                         | 49.8              |
| Master's degree                                   | 54                          | 14.7              |
| Doctorate or post-doctorate                       | 22                          | 6                 |
| <b>total</b>                                      | <b>366</b>                  | <b>100</b>        |
| <b>Category Personnel Category</b>                | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |
| Doctors                                           | 61                          | 16.6              |
| Nurses                                            | 172                         | 47                |
| Pharmacists                                       | 106                         | 29                |
| Administrative staff                              | 14                          | 3.8               |
| Department General for Operation<br>& Maintenance | 13                          | 3.6               |
| <b>total</b>                                      | <b>366</b>                  | <b>100</b>        |
| <b>Working hours in this unit</b>                 | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |
| 5 years and below                                 | 179                         | 48.9              |
| 6-15 years                                        | 143                         | 39.0              |
| 16-25 years                                       | 35                          | 9.6               |
| Over 26 years                                     | 9                           | 2.5               |
| <b>total</b>                                      | <b>366</b>                  | <b>100</b>        |
| <b>Employment form</b>                            | <b>Amount<br/>(N = 366)</b> | <b>percentage</b> |
| Business establishment、 Filing<br>system          | 128                         | 34.9              |
| Non-business establishment                        | 207                         | 56.6              |
| Labor dispatch                                    | 31                          | 8.5               |
| <b>total</b>                                      | <b>366</b>                  | <b>100</b>        |

**Table 1:** Analysis of the general data of the respondents

**From Table 1.** we can see:

1. Gender distribution: 63.4% are women and 36.6% are men. This indicates that women are overrepresented in the sample.

2. Age distribution: 13.6% are under 25 years old. Those aged 26-35 account for 31.1%. Those aged 36-45 account for 42.4%. Those aged 46 and above accounted for 12.9%. Overall, the largest number of people are between the ages of 36-45.

3. Educational background distribution: 29.5% have bachelor's degree or below. Bachelor's degree accounted for 49.8%. Master's degree students account for 14.7%. Doctoral students or postdoctoral students account for 6%. Overall, the largest number of people have a bachelor's degree.

4. Personnel category distribution: Doctors account for 16.6%. Nurses counts for 47%. Pharmacists accounts for 29%. Administrative staff 3.8%. Department General for Operation & Maintenance 3.6%. Nurses staff are the largest group.

5. Working time distribution: 5 years and below account for 48.9%. 6-15 years accounted for 39%. The proportion in 16-25 years was 9.6%. 26 years and above accounted for 2.5%. Overall, the largest number of people have worked for 5 years or less.

6. Distribution of employment forms: business establishment and registration system account for 34.9%. Non-institutional establishments account for 56.6%. Labor dispatch accounts for 8.5%. The employment form of non-enterprise establishment is the main one.

Summary: From the above analysis, we can see that the proportion of women in the sample is relatively high, nursing staff are the largest group, the number of people working for 5 years or less is the largest, and non-employment employment forms are the main form.

### Objective 1. The results showed that

The mean and standard deviation analysis of the opinion of level of all variables

Table 2 Analysis of Opinion Data for All Variables

| Statistics Variables | $\bar{x}$ | S.D.  | Comment level |
|----------------------|-----------|-------|---------------|
| <b>TL</b>            |           |       |               |
| VIM                  | 3.494     | 1.069 | Agree         |
| ROM                  | 3.444     | 1.088 | Agree         |
| PRC                  | 3.570     | 0.969 | Agree         |
| INL                  | 3.508     | 1.069 | Agree         |
| INC                  | 3.556     | 1.113 | Agree         |
| INS                  | 3.626     | 1.029 | Agree         |
| <b>OJ</b>            |           |       |               |
| DIJ                  | 3.600     | 1.038 | Agree         |
| PRJ                  | 3.630     | 0.936 | Agree         |
| IPJ                  | 3.662     | 0.779 | Agree         |
| INJ                  | 3.604     | 0.898 | Agree         |
| <b>IM</b>            |           |       |               |
| SED                  | 3.613     | 0.934 | Agree         |
| COT                  | 3.631     | 0.747 | Agree         |
| CUT                  | 3.610     | 0.913 | Agree         |
| TAI                  | 3.708     | 0.784 | Agree         |
| INT                  | 3.434     | 0.949 | Agree         |
| <b>EP</b>            |           |       |               |
| TAP                  | 3.457     | 0.825 | Agree         |
| INP                  | 3.590     | 0.792 | Agree         |
| WOC                  | 3.500     | 0.917 | Agree         |

From Table 2 that ,As can be seen from the table above, the observed variable Intelligence stimulation is the highest average value of the latent variable transformational leadership ( $\bar{X}$ =3.626, S.D.= 1.029); the observed variable Interpersonal justice is the highest average value of the latent variable organizational Justice ( $\bar{X}$ = 3.662, S.D.= 0.779); the observed variable Task involvement is the highest average value of the latent variable intrinsic motivation ( $\bar{X}$ =3.708, S.D.= 0.784); the observed variable Interpersonal performance is the latent variable employee The highest average value of performance ( $\bar{X}$ =3.590, S.D.=0.792); in summary, the data dispersion of all tables is acceptable.

### Objective 2. The results showed that

Table 3. Results of a confirmatory factor analysis of transformational leadership when questions are combined using the mean of the variables

| Variables                                                                                                                                                                               | initial | Extraction | Factor Loading |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------|----------------|
| TL                                                                                                                                                                                      |         |            |                |
| VIM                                                                                                                                                                                     | 1       | 0.560      | 0.748          |
| ROM                                                                                                                                                                                     | 1       | 0.520      | 0.721          |
| PRC                                                                                                                                                                                     | 1       | 0.667      | 0.817          |
| INL                                                                                                                                                                                     | 1       | 0.547      | 0.740          |
| INC                                                                                                                                                                                     | 1       | 0.570      | 0.755          |
| INS                                                                                                                                                                                     | 1       | 0.609      | 0.780          |
| KMO and Bartlett's Test = 0.882, Chi-Square = 819.185, df= 15, P-Value = 0.000* < 0.001, Cumulative percentage of eigenvalues = 57.909 Initial = 1.00 Extract commonality 0.721 -0.817. |         |            |                |

**Table 3 :** shows Complete structural equation model

The results of the empirical component of the transformational leadership latent variable questionnaire measurement model are composed of Vision motivation, role model, promoted cooperation, inspirational, individualized-consideration, and intelligence stimulation observation variables. As shown in Figure 4.1, in the verification component measurement model consisting of 23 questions, ROM3 and INC4 have the highest values of 0.83, and the correlation multiples(R2) are both 0.69, which can be explained as 69% of the impact on the role mode and based on Transformational leadership of individualized-consideration. The minimum value of PRC4 is 0.70, the correlation multiple is (R2)0.49, and PRC4 only affects 49% of the variables

After the fit index analysis demonstrated the effectiveness of the structural equation model, the model paths were analyzed. This study used AMOS28.0 software to test the hypothesized relationships in the research model. The specific hypothesis test results are shown in Table 4.22. From the path analysis results, we can see that from the hypothesis of transformational leadership on organizational justice, transformational leadership has a significant positive impact on organizational justice. The standardized path coefficient is 0.703 ( $p=0.000$ ,  $p<0.05$ ). Hypothesis H1 Established; from the perspective of the hypothesis of transformational leadership on Intrinsic motivation, transformational leadership has a significant positive impact on Intrinsic motivation. The standardized path coefficient is 0.604 ( $p=0.000$ ,  $p<0.05$ ). Hypothesis H3 is established; from the perspective of organizational justice perception From the hypothesis of employee performance, organizational justice has a significant positive impact on employee performance. The standardized path coefficient is 0.665 ( $p=0.000$ ,  $p<0.05$ ). Hypothesis H4 is established; from the hypothesis of transformational leadership on employee performance, It can be seen that transformational leadership has a significant positive impact on employee performance. The standardized path coefficient is 0.708 ( $p=0.000$ ,  $p<0.05$ ). Hypothesis H2 is established; from the hypothesis of Intrinsic motivation on employee performance, Intrinsic motivation has a positive impact on employee performance. There is a significant positive effect, and the standardized path coefficient is 0.726 ( $p=0.000$ ,  $p<0.05$ ), assuming H5 is true.

## Discussions

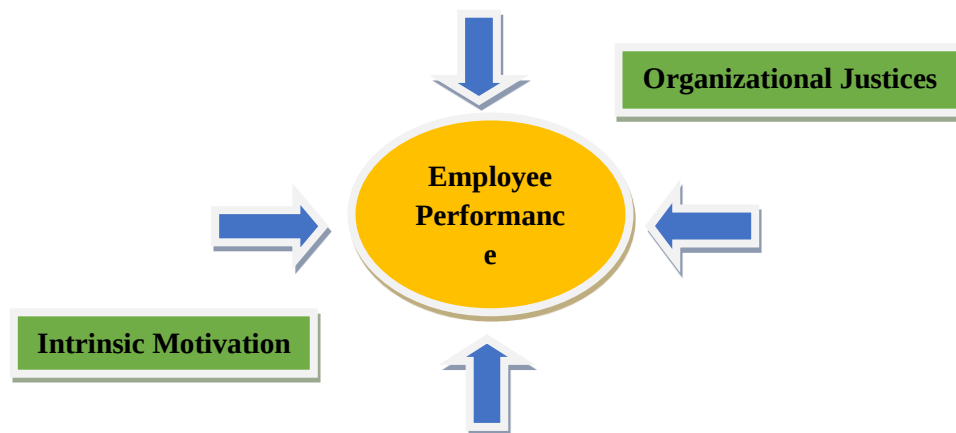
The first hypothesis of this article is: Transformational leadership has a positive impact on organizational justice in Taian City Hospital in Shandong Province. The research results of this article support this hypothesis, indicating that each dimension of transformational leadership has a positive impact on employees' sense of organizational justice. Positive impact, this finding is consistent with the existing literature. (Lee's, 2001) research shows that there is a high correlation between distributive justice, procedural justice and transformational leadership behavior. In addition to helping subordinates solve problems at work, leaders often

show other behaviors to influence subordinates, such as showing personal charm, motivating subordinates' work behaviors, affirming subordinates' work results, and caring about what subordinates encounter in work and life.

The second hypothesis of this article is: Transformational leadership has a positive impact on employee performance in Taian City Hospital, Shandong Province. The research results of this article support this hypothesis, indicating that each dimension of transformational leadership has a positive impact on employee performance, this finding is consistent with existing literature.

The third hypothesis of this article is: Transformational leadership has a positive effect on intrinsic motivation in Taian Hospital, Shandong Province. The research results of this article support this hypothesis, indicating that each dimension of transformational leadership has a positive effect on intrinsic motivation. This finding is consistent with existing literature. (Shin & Zhou, 2003) believe that transformational leadership is good at inspiring organizational members, focusing on conveying the power of trust, expressing expectations, and guiding organizational members to take initiative and pursue excellence.

## Knowledge from Research



**Figure 2:** Knowledge from Research

From the model, it is found that the effective performance of employees in the organization is caused by two factors: 1. The organization being fair to all employees equally will help build confidence among employees and they will work efficiently. Very effective. 2. Creating motivation in the organization This part can be considered from the policies of the leaders that have changed. When an organization creates incentives, it stimulates employees to work more efficiently. Because you will receive compensation in various forms as specified by the organization. Both of these issues from research have been found to be very important to performance of hospital employees in Tai'an City People's Republic of China.

## Conclusion

The research results of this article show that the six dimensions of transformational leadership have a positive direct impact on hospital employee performance, and also indirectly impact employee performance through employees' sense of organizational justice and internal motivation.

The research results of this article show that the four dimensions of organizational justice and the five dimensions of internal motivation have a positive and direct impact on employee performance.

### Suggestions

1. regarding data collection, this study collected cross-sectional data, but in fact, hospitals are developing rapidly. At each stage, employees may have different perceptions of transformational leadership. Managers have different perceptions of employees' performance levels and abilities. Opinions vary. In future research, time series data may be used for analysis, such as conducting a survey first and then following up a few months later to judge the results achieved during this period.

2. in terms of research objects, this project mainly focuses on hospital employees in Taian City, Shandong Province. There are 30,681 employees in Taian City Hospital. Although the sample size of 366 in this project meets the academic requirements for empirical research sample size, it still cannot indicate the situation of all employees in Taian City Hospital. In future research, more hospital employees can be studied and analyzed, such as hospital employees with different identities across the country, which may reflect certain regional characteristics in employees. different.

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