

Relationship between Leadership Style and the Performance of Nurses in Ilam Medical Sciences Teaching Hospitals (2014)

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Abstract:

Identifying managers' patterns of behavior and their impact on job attitudes and staff performance is the focus of attention of management studies in the past few decades. The aim of this study was to investigate the effects of leadership style on the performance of nurses in Ilam Medical Sciences Teaching Hospitals

Method: The research method was descriptive-survey and correlational which included 200 nurses and 43 hospitals managers in Ilam Medical Sciences Teaching Hospitals as samples. The data were collected by a questionnaire the validity and reliability of which were determined by content validity and Cronbach's alpha test. After collecting data, they were analyzed by using path analysis test.

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Results and Conclusion: The results showed that leadership style of the management has a significant effect on employees' performance. Based on the results of the ratings from the perspective of employees, consultative and participative leadership style was the most important factor in improving employee performance. Among the components of leadership style the consultative leadership style is the most influential variable in the process of improving the performance of employees in the organization.

Key words: leadership style, employee performance, management

Introduction

Today, the human factor is considered as the most important and sensitive organizational element and most of the new theories of organization and management have pointed to such a sensitive factor (1). Human resources are the key capitals of the organizations and the source of any developments and innovations in the organization (2). Performance evaluation of human resources is considered as one of the practical issues in human resource management that has a very valuable place in many management decisions (3).

Management is the most important factor in survival, growth or death of the organization; thus so far hundreds of the theories are presented by management scholars on the role and importance of management practices, management styles, management related factors, etc. Obviously performing extensive research in this area has had various achievements that while increasing managers' knowledge in case of determining cases related to organizational behavior, helps them to fulfill their responsibility in proper leadership based on the conditions and increasing the efficiency of efficient manpower to achieve organizational goals (4).

On the other hand the outcome of these studies was raising various views and models about leadership. For example Robins (1991) considers effective leadership dependent upon organization's situational factors such as environment, nature and type of organizational tasks, the experience of managers and features and characteristics of colleagues, subordinates and elites. Moreover, one of the most common leadership patterns presented by Hersey and Blanchard is called contingency theory. In this model, the subordinates (followers) of a leader are emphasized and the success or effectiveness of a leader depends on the environmental and internal circumstances of the organization, the level of preparedness of the followers and their leadership acceptance (5).

In contingency leadership theory two dimensions of leadership were considered by Fiedler including work favorableness and the other one is staff favorableness. The two researchers (Hersey and Blanchard) consider the fact that each of these behaviors can be in their two extremes so they offer four styles or leadership styles: directive style, supportive, participative and achievement oriented; here the leadership style is different and sometimes contradictory ways that managers of the organization as the leaders use them to direct the staff. According to this theory which presents a different view of leadership, there is no the best or unique style of leadership in different organizational situations (5).

In this regard, Hewit & Bradley lynn (1995) in the study of leadership style and organizational competence in sports programs between the universities showed that the end result of management based on Hersey and Blanchard's position on the lack of best practice of management (leadership style) for all organizational conditions is confirmed. This result indicates that identifying managers' patterns of behavior (leadership styles), plays an important role in the effectiveness of organizational matters because the managers of organizations

in adopting appropriate leadership style as one of the important variables determining organizational behavior are always faced with problems such as the absence of unhappy employees, leaving the organization by professionals, reduced performance, employee dissatisfaction and generally performance reduction (6).

Aslankhani (1996) in describing the leadership styles and organizational climate and its relationship with job satisfaction from the perspective of sports teachers of the universities of the country, also found that among leadership styles, participative style is the best and most effective style in the studied population and in addition to the enjoyment of participative leadership style, organizational climate, job satisfaction, and organizational effectiveness are the key success factors (7). Therefore, in this study given the importance of understanding leadership style and its impact on the performance of employees, the views of nurses in Ilam Medical Sciences Teaching Hospitals are collected and analyzed.

Research purposes

- A) The main purpose of the present study is to analyze the relationship between leadership style and performance of nurses in Ilam Medical Sciences Teaching Hospitals.

Specific purposes

- B) To achieve the main objective the following specific objectives are examined:
1. Analyzing a variety of leadership styles and their impact on nurses
 2. Ranking leadership styles affecting the performance of the staff according to the nurses

Method

This applied study is descriptive- survey and correlational in terms of method which was conducted as a field study.

Population and samples:

The research population includes all male and female nurses and managers working in Ilam Medical Sciences Teaching Hospitals. Given the limited number of available statistical population, the sample is the same as population that according to the latest data available 200 nurses and 43 hospital managers are working in Ilam Medical Sciences Teaching Hospitals.

Measuring tools

To collect data related to determining the leadership style of the managers, Likert's standardized questionnaires was used which reflected the ideas of subordinates about the leadership style of the managers. This questionnaire consists of twelve organizational conditions and through which the subjects have determined the status and dimension of leadership based on four leadership styles (Exploitative Authoritative, Benevolent Authoritative, Participative, Consultative). The questionnaire is developed by Ohio leadership center and has the required validity.

In order to measure the staff performance in the population under study, the standard questionnaire was used. The questionnaire consisted of 12 parts. 4 items were about demographic variables of respondents, such as age, gender, education level and work experience, 5 items were about employee confidence assessment, 4 items were about their attitude, 5 items measured the work quality of the employees, 3 items were about staff initiative, 2 items evaluated their judgment, 4 items measured their cooperation, 5 items were

about job safety and personal development of the staff and 8 items were related to the managers' leadership and general assessment of employee performance. After developing the questionnaire and searching through the library and internet sources and obtaining content validity by specialized texts, the views of the elites and experts in the state management organization was used to validate the questionnaire. In order to determine the reliability of the questionnaire Cronbach's alpha test was used. Cronbach's alpha of 93% was obtained which indicated the high reliability of the questionnaire

Results

1. Analyzing the relationship between leadership style and nursing staff performance based on path analysis.

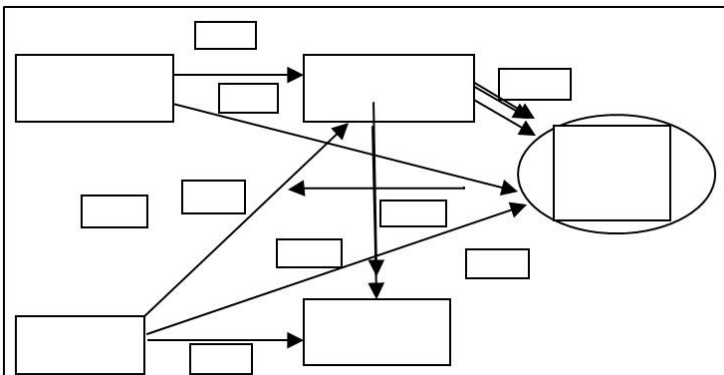


Fig 1: Diagram of the relationship between leadership style and nursing staff performance

Table 2- Total direct and indirect effects of independent variables on the dependent variable

independent variable	Indirect effects	Direct effects	Total direct and indirect effects of each variable
Exploitative	0.582	0.119	0.701
Authoritative			
Benevolent	0.360	-0.115	0.245

Authoritative			
Consultative	0.487	0.294	0.781
Participative	-	0.712	0.712

2. Ranking of the managers' leadership style from the perspective of nursing staff

Table 1 ranking leadership styles based on nursing personnel perspective

Gender	Statistical indicators Leadership Styles	Average Rating	Chi-square	Degree of freedom	Level of significance
Male	Exploitative Authoritative	1.46	154.805	3	0.001
	Benevolent Authoritative	2.7			
	Consultative	2.57			
	Participative	3.27			
Female	Exploitative Authoritative	2.34	126.775	4	0.001
	Benevolent Authoritative	3.1			
	Consultative	3.49			
	Participative	3.78			

Conclusion

The main objective of the study was to obtain a result which could be used to present a practical solution and use it; also the utilization of this result could help other researchers to conduct similar studies. The aim of this study was to investigate the role of leadership style on the performance of the nurses. In this study 33.5% of the population was male and 66.5% of the population was female.

55.8% of the population had undergraduate education. 25.6% of the managers had the work experience between 6-10 years or had the work experience over 20 years. 50.5% of the nurses had less than 5 years of experience. According to the survey on the impact of leadership style on employee

performance, 53.86% of the nurses believed in the positive and effective role of participative leadership on their improved performance.

This study has analyzed the effect of leadership style on the performance of the nurses. In this regard, based on path analysis factors among four variables of leadership styles, two factors of consultative and participative leadership styles are prior in the influence of the staff performance respectively and this effectiveness is direct. The results suggest that there is a significant relationship between leadership style of the managers and the performance of the nurses in Ilam Medical Sciences Teaching Hospitals. The results are directly inconsistent with Asefzadeh et al (2003 and 2004), Shokuh Saljughhi (2002), Zaheer et al. (2007) and Vigoda Gadiut, Samadi et al (2010), consistent with Tajvar (2003) and inconsistent with Mosadegh Rad (2003). In explaining this result it can be said that if the managements of the organizations are selected based on expertise in the management and they are familiar with the leadership principles, they can be more successful in their tasks. According to studies conducted the nurses believe that participative and consultative leadership styles are effective in their effective and positive performance.

The concept of impact and influence on the performance of staff is an important indicator in determining the ability of managers in leading staff, changing their behavior and thus achieving the organizational goals. Thus the leadership behavior style in addition to humanism is based on the fulfillment of work and task which should be selected based on the complications, needs, goals, internal system and external environment of an organization and the behavior must be proportionate to the state of the organization. So successful and effective leaders should set and apply their behavior so that while providing a particular need to a certain condition, they

would lead to the growth and development of the organization's members.

Given that the hospital is an organization that has its own organizational environment, the situation requires them to be different than other organizations in terms of administrative system. Based on the characteristics of the jobs in the hospitals, staff performance appraisal system should be matched with other sub-systems in hospital such as the hospital management system, salary payment system, promotion system and the improvement and development of human resources system.

Recommendations

Based on the finding of this study and other studies in the context of the present study, the following recommendations may be useful for the purpose of research:

- According to the results it is recommended to authorities and practitioners to increase the performance of their nurses through the appropriate measures.
- Performing the same study on different samples and comparing the results with the present and other studies as well as longitudinal studies in this area.

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