An Investigation on Relationship Between Leadership Style and Organizational Maturity Nurses in Educational Hospitals

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Abstract: The aim of this study was to assess the relationship between leadership styles with nurse's staff organizational maturity. With aid of Rnsys Laykert and Kenneth Hersey Blanchard theory; a survey was conducted among managerial staff and nurses. A questionnaire with 30 questions was used to determine the leadership styles of 12 managers in 4 educational hospitals. Another questionnaire including 14 questions was used to determine managers' organizational maturity. Sample size of 204 individuals was randomly selected. Total numbers of 12 directors in 4 educational hospitals for leadership styles were identified as type S3 (supportive or advisory). However the organizational maturity of nursing staff in each hospitals for instance in Imam Khomeini (RA) Boalisina and Fatemeh Zahra (SA) all were M2 with the scores of 8, 9 and 8, respectively. The maturity was defined as type M1 with the score of 4 for Zare hospital. Based on Laykert and Kenneth Hersey Blanchard model, the leadership styles at each of the above mentioned hospitals were not in accordance with organizational maturity. Based on findings more training courses for hospital manager in leadership styles and organization and cultural maturity for staffs are proposed.

Key words: Leadership styles · Organizational maturity · Educational hospital · Cultural maturity · Nurse

INTRODUCTION

Nowadays, most experts believe that managerial leadership style is developed based on parameters and variables exist inside and outside of an organization [1]. Thus, administers are able to select different styles and also to observe the conflicts for guiding subordinates. The fact is that, this feature is so natural like other psychological traits or personality in each individual even at administration level [2]. Leadership styles are defined as permanent and consistent patterns of behavior that people interact with each other while working and having good understanding other individuals [3, 4]. Leadership styles are a tool to achieve desired results through the activities of employees [5]. From the stand point of organizational, leadership styles is vital, because of leader have a powerful influence on individual and group behavior. Although many factors affect organizational performance, but there is no doubt that the leadership is one of the most important and determining factors at ultimate success of the organization [6, 7].

There is a known factor to differentiate between successful and unsuccessful organizations. The known factor is dynamic and effective unquestionable leadership [7]. The powered motivations and mobility in staff is induced by leadership for conducting management activities and organizational planning. The best employees need to know how to contribute and achieve the objective organizational goals [8]. The fact is, today the most provocative recognition course and management implementation in human resource management. This fact appeared to be an day that the success of organizations depends on accurate and complete replacement of the effective and useful manpower based on the behavioral science [9].

One of the most important parameters in effective use of manpower is appropriate leadership. Almost all of the potential strengths of employees come in the form of
actual performance. For the case of well trained human resources, attractive leadership is required to deal with organization and operational staff. If the remaining efforts are not utilized the organization and employees may not be successful [10].

Health system managers have a leading role due to individuals and caring staff under their direct supervision. Hospital is one of the most important social organization and health services, because of they must address health and medical responsibilities that dealing with people's life and responding to issues of medical economy. Therefore, supervision, innovative and leadership traits are essential and important in hospital management. The managers have to know how to apply leadership principles from the point lead manpower employed and lead the organization to achieve its main goals [7, 8, 11-13].

The relationship between leadership styles with a sense of optimism and despair demonstrated by Kennedy and his colleagues because of the employees performances [12]. Also the effects of leadership style upon the results of nursing learning and the physician experience of nursing students, staff satisfaction is guaranteed by taking care of patients and their group performances were recorded [14].

The purpose of present research was to investigate and conduct a survey of leadership styles of the best managers of the best hospitals in Mazandaran University. The aim of the conducted survey was according to Rnsys Lykert 4th system and then compare with organizational maturity of nursing staffs [4, 9].

**MATERIALS AND METHODS**

It should be noted that Rnsys Laykert questionnaire has been used with 20 intervals. Because of the complexities existed in the questionnaire, the intervals were reduced to 15. At the end, calculations of 20 intervals changed for the simplicity of analysis. Correction factors of \( \frac{4}{3} \) was multiplied \( (15 \times \frac{4}{3} = 20) \). In order to determine the scientific validity of interview's' forms were used with suitable content of validity method (content validity) and also to determine the reliability, test and retest methods were used. For determination of the staff sample size formula \( n = \frac{Z^2 \cdot p(1-p)}{d^2} \) were used. According to defined value of \( p=0.5 \) and \( \alpha=0.05 \) total sample of 204 were randomly selected. Based on personnel size the number of questionnaires in each hospital were Imam Khomeini (RA), Boalisina, Fatemeh Zahra (SA), Zare were 73, 55, 34 and 42, respectively. Ultimately 198 completed questionnaires in four hospitals: Imam Khomeini, boalisina Fateme Zahra and Zare hospitals were 71, 53, 33 and 41, respectively. In the third section, the mean value of every question was calculated with standard formula \( \bar{x} = \frac{\sum x}{n} \) and the mean of total questionnaire estimated leadership styles and organizational maturity were separated by the use of standard formula. The obtained mean values were multiplied by \( \frac{4}{5} \) and then relationship between leadership style and organizational maturity were defined. The leadership levels were defined as S1 (order), S2 (directional), S3 (advisory) and S4 (delegation). The staff organizational maturities were also defined as M1 to M4 based 0-20 scale from low to high levels.

**RESULTS**

The level of organizational maturity of nurses at Imam Khomeini Hospital was evaluated with the score of 8. This means the organizational maturity of nurses and leadership style at managerial level at Imam Khomeini Hospital were at level of M2 and S3 (score13), respectively. The obtained results are drawn in a chart for simple observation. The relationships of leadership style and nurse organization maturity at Imam Khomeini hospital in Sari are shown in Chart 1.

The managerial relationships at Zare hospital were scored 14 and identified at level of S3. But the level of organizational maturity of nurses scored 4 and identified at low level as M1. The obtained results showed that nurses feels inability, reluctance and insecurity during their work and don’t have motivation and confidence at entrusted work. Chart 2 shows the relationship of leadership style and nurse organization maturity at Zare hospital in Sari.

Chart 3 depicts the level of nurse maturity was M2 as the organization maturity has scored 9; but the leadership styles was scored 11 and stated as assessed at level S3.

Chart 4 shows the leadership styles and nurse organizational maturity were scored 14 and 8, respectively. The level of leadership styles and nurse organizational maturity were assessed as S3 and M2, respectively.
Chart 1: The relationship of leadership style and nurse organization maturity at Imam Khomeini hospital in Sari

Chart 2: The relationship of leadership style and nurse organization maturity at Zare hospital in Sari

Chart 3: The relationship of leadership style and nurse organization maturity at Boalisina hospital in Sari.
DISCUSSIONS

The average evaluation score of organizational of nursing staff in Imam Khomeini (RA), Fatemeh Zahra (SA) and Boalisina hospital was M2 with score value of 8, 8 and 9, respectively. According to results, it is important to state that the staff liked to work and had confidence to work but at the entrusted work feel weak and showed greater disability. In other words, the motivation required to work were in person but the leadership styles of managers were assessed at S3 level. The mean scores for leadership styles at Imam Khomeini hospital, Fatemeh Zahra (SA) and Boalisina hospital were 13, 14 and 11, respectively. Based on conducted research outcomes, the leaders trust to subordinate and use staff’s comments and point of views. At the required conditions and facilities for providing new and innovative work, good communicative environment, free and comfortable with top level, coordination and cooperation, not very clear objectives but with the average participation, decision making at high level. Finally more motivation of monetary method with counseling and sometimes participation provided. Thus, in the under studied community, leadership styles aren’t appropriate for organizational maturity. Rensys Laykert in leadership style and Blanchard Heresy in organizational maturity had clearly stated that for preventing of conflict in role, the best organizational position should be happen with productivity and leadership styles be appropriate for organizational maturity (proper leadership styles has been shown with highlighted arrow in the charts 1, 3 and 4 [10]. At Zare hospital, the leadership styles of managers scored 14, level of S3; but the level of organizational maturity of staff (maturation type) scored 4 known as low level of M1. Blanchard has believed that employees feel reluctant and disability in the unsecure work in M1 level. Staffs like to work with practicing instructions and components of precisely laws and regulations and also believed to serve guidance and control at accurate enforcement (12). Other cases at this level are feeling tired to work, lack of confidence in high authorities. The desired for order and tranquility combined with monitoring, lack of clear communications to express inner emotions (16). But at S3 level, managers trust to subordinate, although trust is not full percent and use of view of employees and as a motivated factor use of reward more than punishment. Using any suggestions order rather than coordination and cooperation, the aimed as advisory, decision-making combined with counseling, creating motivation among employees more than advice and sometimes participation, freedom, honor and appropriate, free communication are other cases that provide in hospital environmental. A lot of differences may be observed between the leadership styles (S3) and the level of nurse organizational maturity (M1).

CONCLUSIONS

In this sty, the leadership styles in each of four educational hospital was not in accordance with organizational maturity, attending of training courses for managers in the field of leadership styles and organization and cultural maturity for staffs is proposed. From the conducted survey on leadership styles and nurse
organizational maturity in four educational hospitals were extensively investigated. It seems that excessive fatigue and discouraged at 3 other hospitals were because of the work styles and the costumers (patients) dealing with injuries, burned and psychological patients at Zare hospital. The present study concluded that there are not freshness and liveliness, trust and confidence among the staff. Most of the employees were more dependent than to be independent. Hospital environment is more critical than normal place. Therefore, it would be necessary contrast-style S3 (lead type) managers prepare explicit instructions and have direct supervision of the operation of staff and used of strong task and weak orientation. Because of staffs are compassionate and active, their motivations are necessary to be supported. Totally recommend that all of managers learn training course of theory to practice of leadership styles and guidance techniques. The nursing staff should be familiar to training service courses with management concepts, specially communication, motivation, recommendations and acceptance order, organizational culture, leader and concepts of organization. For increasing of productivity, quality and customer's satisfaction, managers should use counseling and researching styles in order to choose leadership styles.

ACKNOWLEDGEMENT

Authors primarily acknowledge all managers and nursing staffs of the four educational hospitals and also those who have helped us to gather and analyze the collected data.

REFERENCES