

Role of Leadership Styles towards Managerial Effectiveness among healthcare professionals

R. Indira^{#1}, Dr M. Selvachandra^{*2}

[#] *Research Scholar, Bharathidasan University, Trichirapalli, TamilNadu, India.*

^{*} *Associate Professor and Head (Retired), PG and Research Department of Commerce,*

A.D.M. College for Women (Autonomous), Nagapattinam – India

¹rindra1966@gmail.com

Abstract—The primary purpose of this study is to examine the role of Leadership Styles towards Managerial Effectiveness among healthcare professionals. Transformational Leader, Transactional Leader, and Passive Leader are considered as Leadership Style constructs for this research. The paper also determines the association of demographic factors on Leadership Styles among healthcare professionals. In this research, the research instrument expended is a questionnaire. With reference to the listed objectives, the primary data are collected from the respondents. The geographical region of this research refers to Pune – the employees of healthcare companies. This paper contributes to the developing body of research on leadership style. By identifying the contemporary managerial effectiveness, the findings of this research bestow to the existing literature on human resource management.

Keywords—Leadership Styles, Managerial Effectiveness and healthcare professionals

I. INTRODUCTION

For several decades now, the conception of managerial effectiveness has been a primary concern for global practitioners, both public and private sectors. Especially in the developing economies, where there is a tendency to take advantage on strong economic growth opportunities, managerial effectiveness is of the essence [1]. Despite being very arduous to ascertain adequate number of characterized personnel, it is noted that the managerial effectiveness is one of the determining attributes of persistence of a good leader in the organization [2]. The managerial effectiveness mantles the perception of the employees about the precision of organizational expectations, and the impingements of such constancies on the employees' operational executions [3]. Owing to its wide scope and intricacy, managerial effectiveness has been delineated in diverse manners. A great deal of fuzziness exists in the literature regarding the distinctness of managerial effectiveness. Quite a number of researchers have examined managerial effectiveness with regard to job stress and job role whereas, others associate it with the behavioral and emotional competencies [4]. The effective leadership style nucleates to be one of the most decisive essentials in this aggressive business environment. In an unpredictable situation, it is essential for an employee to adopt a leadership style that hold imaginations, values, effronteries, and team-oriented paradigms in order to be most successful [5]. Various dissimilar schools of thought concerning leadership style have dominated concurrently since the early reflections in this area of interest [6].

The elemental purpose of this study is to examine the role of Leadership Styles towards Managerial Effectiveness among healthcare professionals. Transformational Leader, Transactional Leader, and Passive Leader are considered as Leadership Style constructs for this research. The paper also determines the association of demographic factors on Leadership Styles among healthcare professionals. The objectives of the study are:

- To examine the impact of Leadership Styles towards Managerial Effectiveness of healthcare professionals.
- To determine the association of demographic factors on Leadership Styles of healthcare professionals.

II. LITERATURE REVIEW

Reference [7] shows the subordinate' s perception of the Transformational, Transactional, and Passive/Avoidant Leadership styles of IT managers against three dependent measures: predicting subordinate Extra Effort, manager Effectiveness, and Satisfaction with management. A Multifactor Leadership Questionnaire 5X-Short form, measuring all nine full range leadership variables, was administered to 150 IT professionals from Association of Information Technology Professionals. The results of multiple regression brought out a partial support for all three hypotheses. The study substantiated that Transformational Leadership, Transactional Leadership, and Passive/Avoidant Leadership were able to forebode management Effectiveness.

Reference [8] depicts the relationships between job satisfaction, organizational culture, and leadership styles in veterinary hospitals using the quantitative correlational survey data. In this regard, the author used the modified versions of the structured instruments: Organizational Description Questionnaire, Multifactor Leadership Questionnaire, Job in General and Job Descriptive Index. The findings exposed positive correlation between leader transformational behavior and work, promotion, and supervisor facets of job satisfaction. Positive correlation was also observed between transactional culture and all facets. It

was suggested that enhancement of transformational leadership qualities may ameliorate the overall job satisfaction of the employees.

Reference [8] examines the influence of cultural context towards emerging different leadership styles. This paper also explored the culturally-linked and/or culturally-biased leadership styles. The differences in leadership styles were measured using a multifactor leadership questionnaire. The means scores of more than two managerial groups were compared using analysis of variance and t-tests. The findings disclosed significant differences between leadership styles and cultural groups. It was also observed that transactional leadership had a strong conjunction with the ratings of managers from Malaysia, and transformational leadership corresponded with the Australian mean ratings. The results suggested that culture and leadership condescend in different manners in different contexts.

Reference [9] emphasises of managerial effectiveness and its dependency on organizational climate and organizational culture in the Indian context. The authors also hypothesized the relationship between the managerial effectiveness and organizational culture and climate towards achieving the organizational objectives. Through convenience sampling technique, data were collected from 100 managers in different Private- and Public-sector organizations located in National Capital Region, Delhi, India. The hypothesized model was examined using stepwise multiple regression analysis and t-test. The findings disclosed significant influence of Organizational Climate and Organizational Culture on Managerial Effectiveness of private- and public-sector organizations. Furthermore, t-test brought out significant difference between public- and private-sector managers on all the assessed attributes. It was concluded that with regard to heighten the managerial effectiveness it is indispensable to appraise the shortcomings.

III. RESEARCH METHODOLOGY

In this research, the research instrument expended is a questionnaire. With reference to the listed objectives, the primary data are collected from the respondents. The sub-scales and items that ascertain Leadership Styles are actualized following an extensive literature search. It can be inferred from the Cronbach's alpha scores that each attribute has an acceptable degree of internal consistency. The geographical region of this research refers to Pune – the employees of healthcare companies. The primary reason for preferring healthcare companies in Pune is the position of the city in India. The primary data collection for this research is executed for a period of six months from March to August 2018. The potential unbiased respondents were chosen into the sample using random sampling technique.

IV. ANALYSIS AND DISCUSSION

The demographic factors deliberated in this study are gender, marital status, age, living status, education, income, designation, and experience. It can be observed from the descriptive statistics that majority of the respondents are female at 65.5% followed by male at 34.5%. It can also be noticed that majority are at the age group of 36-45 years of age at 45.6%, which is followed by 34.2% of the respondents within the age group 46-55 years of age. The marital status reveals that 63.8% of the respondents are married. The educational background of the healthcare professionals is found to be maximum for Bachelor's degree at 67.2%. With regard to the years of work experience of the respondents, it can be ascertained that 52.5% of the respondents are employed for 4.1 to 6.0 years. The impact of Leadership Styles towards Managerial Effectiveness is analyzed using Multiple Linear Regression analysis. Following hypothesis is developed in this regard:

H1: There is a significant relationship between Leadership Styles and Managerial Effectiveness

It is observed that the regression value 'R' is at 66.3%, the R Square value is at 61.2%, and the adjusted R Square value is at 61.1%. From the R Square value, it can be empathized that the weighted combination of the predictor variables justifies 61.2% of the variance of dependent variable. Hence, it can be derived that 61.2% variance in Managerial Effectiveness is reported by Leadership Styles. It is observed from the correlation coefficient values that all the sub-scales of Leadership Styles: Transformational Leader, Transactional Leader, and Passive Leader are significant with Managerial Effectiveness. Hence, the proposed hypothesis is accepted. Analysis of Variance (ANOVA) is executed to evaluate the association of Demographic Factors on Leadership Styles. It can be derived from the analysis that the demographic factors: Education and Experience are associated with Leadership Styles. It was also observed that other demographic variables are not associate Leadership Styles.

V. CONCLUSIONS

The cognition about the forerunners of an employee's efficiency and skillfulness in the Asian context is limited. Empathizes on the influence of an individual's leadership styles can ameliorate the functioning of the organization. This paper principally concentrated on the leadership styles against the managerial effectiveness. As an originating point for the conceptual research framework demonstrated in this research, leadership styles have direct & positive influence on managerial effectiveness, suggesting that an employee with appropriate leadership style can efficaciously lead the establishment. This paper contributes to the developing body of research on leadership style. By identifying the contemporary managerial effectiveness, the findings of this research bestow to the existing literature on human resource management.

Despite making contributions to the considered area of research, this paper has few research limitations worth addressing, which could have determined the findings. As the healthcare professionals work in different shifts, the primary data collection

procedure was a real challenge. This research basically concentrates on the healthcare professionals in Pune, it may be a fact that a prominent study across other urban centers in India would have disclosed much generalizable results. The significance of leadership styles towards managerial effectiveness explicates to rethink the generic human resource theory among the healthcare professionals. Consequently, this study extends the managerial implications for top management, policy makers, business consultants, and executives to understand the managerial effectiveness.

REFERENCES

- [1] E.H. Anderson and O. Knauth, Managerial Enterprise: Its Growth and Methods of Operation. *Southern Economic Journal*, 15(2), 1948.
- [2] S. Hassan, R. Mahsud, G. Yukl, and G.E. Prussia, Ethical and empowering leadership and leader effectiveness. *Journal of Managerial Psychology*, 28(2), 133-146, 2013
- [3] S. Adjibolosoo, *The human factor approach to managerial and organizational efficiency and effectiveness*. Cham, Switzerland: Palgrave Macmillan, 2017
- [4] P. Trivellas, and P. Reklitis, Leadership Competencies Profiles and Managerial Effectiveness in Greece. *Procedia Economics and Finance*, 9, 380-390, 2014
- [5] S. Cavaleri and S. Seivert, Discovering Your Knowledge Leadership Style. *Knowledge Leadership*, 35-52, 2005
- [6] V. Dulewicz and M. Higgs, Assessing leadership styles and organisational context. *Journal of Managerial Psychology*, 20(2), 105-123, 2005
- [7] T.M. Bennett, A study of the Management Leadership Style preferred by IT Subordinates. *Journal of Organizational Culture, Communications and Conflict*, 13(2), 2009
- [8] C.S. Hancock, The effects of Leadership on Employee Satisfaction and Culture. *i-manager' s Journal on Management*, 4(3), 28-39, 2009
- [9] U.D. Jogulu, Culturally-linked leadership styles. *Leadership & Organization Development Journal*, 31(8), 705-719, 2010
- [10] M. Madan and E. Jain, Impact of organizational culture & climate on managerial effectiveness. *Delhi Business Review*, 16(2), 47-57, 2015