

A Comparative Study to Analyze the Relationship Between Leadership Styles and Nurses' Motivation at Different Hospitals in Gujarat

Dr. Medha Wadhwa, Assistant Professor, Department of Management, SumandeepVidhyapeeth an institution deemed to be University, Piparia, Waghodia, Vadodara

Ms. Mital Thakkar, Assistant Professor, Department of Management, SumandeepVidhyapeeth an institution deemed to be University, Piparia, Waghodia, Vadodara

Dr. Subhasish Chatterjee, Professor & Principal, Department of Management, SumandeepVidhyapeeth an institution deemed to be University, Piparia, Waghodia, Vadodara

Dr. Pulkit Kalyan, Reader, Department of Public Health Dentistry, SumandeepVidhyapeeth an institution deemed to be University, Piparia, Waghodia, Vadodara

ABSTRACT:

Background: The management style is an essential part of any organization but what makes an organization successful is its leadership style where there is a bleak line difference between the two. The management style is all about optimum utilization of the resources while leadership style is about delivering the objectives of others. It must be about helping and inspiring others to realise their own objectives. In a hospital, where there are odd working hours, abundant amount of stress, improper work life balance the right leadership style becomes all the more important. Hence, the present study is undertaken with an aim to determine the relationship between the leadership style and the motivation of the nurses at five private hospitals in Gujarat.

Methodology/Study Design: The study is descriptive cross-sectional in nature where the nurses and their supervisors who are willing to participate will be included in the study. The sample size was 264 which was considered after taking the total population from the four hospitals. The data collection is through a close ended structured questionnaire that would be given to the employees in local language to assess their motivation level and self assessment leadership questionnaire.

Conclusion: The hospital managers can not follow a singly leadership style rather have to rely on the different combinations of leadership styles according to the situation. There are times where they need to take a stand in a situation but at the same time allow the people under them to work according to their felt need. The motivation level of the employees is also important in the hospital as the organization is a 24 hours job where there may be odd time shifts and situations which require them to be motivated. The employees are highly motivated in the hospitals and the motivation is seen in the laissez faire leadership style where the employees are given the authority to work and leaders provide them with the resources to work in tasks provided.

Key Words: Leadership style, Nurses Motivation, Hospital

INTRODUCTION

The role of nurse is more comprehensive in the 21st century. In the past, nurses were more involved in “hands-on” patient care. Today, nurses work in expanded roles as leaders, managers, educators and economists. They work with patients from the preadmission phase of hospitalization, move them through the healthcare system and, back into their home communities.¹ Collaboration with other nurses and healthcare professionals is key to good patient health outcomes and responsible fiscal management of limited healthcare dollars.

An organization needs good leaders and motivators. Nurses need to be motivated to deliver good quality care. These two concepts of leadership and motivation works in an intertwined manner. The correct practice of both these tools is needed for the healthcare professionals to work in an effective manner.²

Leadership

Leadership is commonly defined as one person’s ability to influence others. In health care, leadership involves the use of personal traits to guide patients, families and staff through to achieve goals through the collective efforts of all persons involved.

Leadership is vital in any organization. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organizational success. Leadership requires being strategically focused and applying behavioral techniques to build commitment and attain the best work from your people. The ingredients of effective leadership are complex and are widely agreed to depend on the specific leadership situation, considering the difficulty of tasks, the degree of a leader's authority and the maturity and capabilities of subordinates. Leadership skills often take time to learn, because they are multi-faceted, behavioral and context dependent.

There are the major three types of leadership styles where one is **Autocratic Leadership style** which is centered on the boss. In this leadership the leader holds all authority and responsibility. Leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment does normally have little or no flexibility. Another is **Democratic Leadership Style** subordinates are involved in making decisions. Unlike autocratic, this leadership is centered on subordinates’ contributions. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects. The third type of leadership style is **Laissez-faire Leadership Style** is the type where the leaders take the responsibility for the group decisions and provide power and freedom to the employees to take decisions.²

Becoming an effective leader is challenging to many new managers, but offers the rewards of successfully orientating peoples work to be most effective and achieving excellence in team performance. An understanding of the principles of strategic thinking, direction setting, communications and motivation provides a springboard for developing skills and an effective management style to suit your personality and leadership situations.

Motivation

Motivation is an internal process that makes a person move toward a goal. It is like intelligence, can’t be directly observed. It is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard at achieving his or her goals. An executive must have the right leadership traits to influence motivation.³

Motivation is a tool, planned managerial process, which stimulates people to work to the best of their capabilities, by providing them with motives, which are based on their unfulfilled needs. The process of motivation consists of three stages:-

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.⁴

OBJECTIVES

- To evaluate the different leadership styles among the hospital managers
- To compare the leadership style among the hospital managers according to gender
- To compare the leadership style among the hospital managers according to age group
- To evaluate the level of motivation in the employees
- To compare the motivation level in the employees according to gender
- To compare the motivation level in the employees according to age group
- To compare the motivation level in the employees according to the different grades of leadership style

METHODOLOGY

The study aims to analyze the leadership style of the hospital managers and evaluate the level of motivation of the employees under them and establish a relation between different leadership style and motivation level. The data were collected from four private hospitals in Vadodara, Surat and Ahmadabad through a structured close ended questionnaire. There were two questionnaires where in the leadership assessment questionnaire comprised of:

- Socio demographic Details like Gender, Level of Manager and Age group
- The statements pertaining to assessment of leadership styles on a five point likert scale ranging from strongly disagree to strongly agree

For self assessing the leadership style, all the responses were summed and the scores were compared to determine the style most dominant and least dominant by following the below mentioned scale:

26-30: Very high,

21-25: High

16-20: Moderate

11-15: Low

6-10: Very Low

The data for assessing the motivation level of employees were recorded on three point scale where 1: fully disagree, 3: Not sure and 5: Fully Agree

The motivation level was assessed by comparing the scores through following points:

A score between 60- 100: Highly Motivated

A score between 40- 60: Moderate Level of Motivation

A score between 20- 40: Low level of Motivation

Sampling Description: The data was collected from all the middle level managers who are in direct contact with the employees. The total sample number of employees in the four hospitals was 264 which were proportionately divided was calculated using the following formula:

$$\text{Sample size} = \frac{N}{1 + Ne^2}$$

Where, Population Size, $N=782$ | Margin of error = $e = 0.05$ at 95% confidence level

The questionnaire tool was content validated by the experts and a pilot study was carried out to check the reliability. The cronbach's alpha value came to be 0.81 making the study fit to be carried out at the selected private hospitals.

The data collected were entered into MS excel and analysis was carried out using SPSS version 21.

ANALYSIS

The leadership questionnaire was filled by the 26 managers at four different private hospitals of Gujarat. The respondents in the managerial position comprised of 4 males and 22 females, in which 46% were in the age group 30-45 years, 40% were in the 20-30 years age group while there were 8% of respondents who were more than 60 years of age group.

These respondents were analyzed for their leadership style where it was found that 46% of them were high in the authoritarian leadership style, 92% were low in democratic leadership style and 65% were also low in Laissez faire leadership style. (As shown in Table 1)

Table 1 shows the frequency distribution of the managers for their level of different leadership style

Level of Authoritarian Leadership style	Frequency	Percent
High	12	46.2
Moderate	9	34.6
Low	5	19.2
Total	26	100.0
Level of Democratic Leadership style	Frequency	Percent
Moderate	2	7.7
Low	24	92.3
Total	26	100.0
Level of Laissez faire Style	Frequency	Percent
Moderate	9	34.6
Low	17	65.4
Total	26	100.0

Table 2 shows the cross tabulation of the levels leadership style of the Managers with gender

Gender	Authoritarian Leadership Style			Total	Chi Sq (p value)
	High	Moderate	Low		
Male	1	3	0	4	3.595 (0.002)
Female	11	6	5	22	
Total	12	9	5	26	
Gender	Democratic Leadership Style			Total	Chi Square (p value)
	High	Moderate	Low		
Male	0	0	4	4	0.394 (0.0013)
Female	0	2	20	22	
Total	0	2	24	26	
Gender	Laissez faire Style			Total	Chi Square (p value)
	High	Moderate	Low		
Male	0	0	4	4	1.289 (0.003)
Female	0	9	13	22	
Total	0	9	17	26	

The above table shows that the association between the gender and different leadership style is statistical significant as the p value is less than 0.05 indicating that there is an association between different leadership styles and the gender of the respondents.

Table 3 shows the cross tabulation of the levels of authoritarian leadership style of the Managers with age group

Age Group	Leadership style			Total	Chi Sq (p value)
	High	Moderate	Low		
20-30 years	3	2	3	8	4.123 (0.660)
30-45 years	7	4	1	12	
45-60 years	1	2	1	4	
More than 60 years	1	1	0	2	
Total	12	9	5	26	
Age Group	Moderate Leadership style			Total	Chi Sq (p value)
	High	Moderate	Low		
20-30 years	0	0	8	8	2.528 (0.470)
30-45 years	0	2	10	12	
45-60 years	0	0	4	4	
More than 60 years	0	0	2	2	
Total	0	2	24	26	
Age Group	Laissez Faire Leadership style			Total	Chi Sq (p value)
	High	Moderate	Low		
20-30 years	0	4	4	8	2.068 (0.559)
30-45 years	0	4	8	12	
45-60 years	0	1	3	4	
More than 60 years	0	0	2	2	
Total	0	9	17	26	

The above table shows that the different leadership styles are not associated with the age group as the p value is less than 0.05 showing that there is no association between the age groups and different leadership style.

The respondents who filled the motivation questionnaire were rated against their manager's respective leadership style. There is an association between the different leadership styles and motivation of the employees under them.

Table 4 shows the motivation score between males and females

Gender	N	Mean± Std. Deviation	Std. Error Mean	Mean Difference	P value
Male	48	93.08±5.55	0.80	4.32	0.050
Female	216	88.75±14.96	1.01		

The above table shows that the males are highly motivated than females and there is statistical significant difference between the motivation among males and females.

Table 5 shows the motivation score between different age groups

Motivation Score on the basis of age group	N	Mean ± Std. Deviation	Std. Error	95% Confidence Interval for Mean		F test (P value)
				Lower Bound	Upper Bound	
20-30 years	196	87.75±15.34	1.09	85.59	89.91	1252.90 (0.001)
30-45 years	60	95.06±5.34	.68	93.68	96.44	
45-60 Years	8	92.00±5.50	1.94	87.39	96.60	
Total	264	89.54±13.83	.85	87.86	91.22	

The above table shows that the employees are highly motivated and there is statistical significant difference between the different age groups.

Table 6 shows the cross tabulation of the levels of Authoritarian leadership style of the Managers with age group

Authoritarian Leadership	Motivation Score			Total	Chi Sq (p value)
	Highly Motivated	Moderate level of Motivation	Low Motivation		
Very High	8	4	6	18	8.494 (0.043)
High	56	12	15	83	
Moderate	55	29	22	106	
Low	35	13	9	57	
Total	154	58	52	264	
Democratic	Motivation Score			Total	Chi Sq. (p)

Leadership	Highly Motivated	Moderate level of Motivation	Low Motivation		value)
Very High	3	0	0	3	5.713 (0.002)
High	43	18	14	75	
Moderate	76	34	27	137	
Low	32	6	11	49	
Total	154	58	52	264	
Motivation score for Laissez Faire Leadership	Motivation Score			Total	Chi Sq. (p value)
	Highly Motivated	Moderate level of Motivation	Low Motivation		
High	30	14	21	65	9.878 (0.043)
Moderate	85	33	21	139	
Low	39	11	10	60	
Total	154	58	52	264	

The above table shows that the different leadership styles are statistically significantly associated with the leadership style. It is to be noted that the highly motivated employees are seen with high level of Laissez Faire leadership style while high percentage of low motivated employees is seen with democratic type of leadership style.

1. FINDINGS

- The hospital managers are a mix of authoritative, democratic and laissez faire leadership style with high percentage of high authoritative leadership, low democratic leadership style and low laissez faire leadership style.
- There is a significant association between the different leadership styles and gender.
- There is no statistical significant association between different leadership styles and age groups.
- There is statistical significant motivation difference between males and females
- There is statistical significant motivation difference between age groups
- There is an association between the different leadership styles and motivation level of employees where the highly motivated employees are seen with high level of laissez faire leadership style.

2. CONCLUSION

The hospital is a part of healthcare sector where the decisions are taken instantaneously. The hospital managers can not follow a singly leadership style rather have to rely on the different combinations of leadership styles according to the situation. There are times where they need to take a stand in a situation but at the same time allow the people under them to work according to their felt need. The motivation level of the employees is also important in the hospital as the organization is a 24 hours job where there may be odd time shifts and situations which require them to be motivated. The employees are highly motivated in the hospitals and the motivation is seen in the laissez faire leadership style where the employees are given the authority to work and leaders provide them with the resources to work in tasks provided. This shows that for the high level of motivation in employees a right mix of leadership style is required which empowers the employees and at the same instant helps them in moving in the right direction.

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