FACTORS INFLUENCING LEADERSHIP QUALITIES OF EMPLOYEES IN CORPORATE HOSPITALS IN CHENNAI

Libia P*　　　**Dr. M. Chanderan****

*Research Scholar, Vels University, Pallavaram.
**Professor and Head, Department of Commerce, Research Professor, Vels University, Pallavaram.

Introduction

Leadership requires many things, but the most important is service to others. The combination of competencies, characteristics, traits and methods of each style will yield an effective leadership mode capable of driving quality management and sustaining long-term evolution in the organization. Leaders responsible for managing today's healthcare organizations are exposed to the needs of clients, and the limitations and demands of the organizations that they must serve. Antonaros (2010) argue that leadership is about the skills, abilities, behaviour, and knowledge necessary for the success of quality initiatives, which is significant given the number of organizations striving to weave quality programs into their overall strategic orientation. According to Bass and Avolio (1994), the turbulent healthcare environment shows that it poses challenges and has made management aware of the need for appropriate leadership as healthcare professionals function in an environment of uncertainty, disorder, and ambiguity. The current turbulent environment requires speed, innovation, and flexibility, with which traditional organizational practices are unable to cope with. Suffice it to say, the right leadership in an organization can stimulate a group to articulate innovative ideas. These are known as the "strong forces" of leadership, which can shift the focus from quantity to quality and speed (Bass & Avolio, 1999). Quality and speed can provide an organization with a competitive edge; these two factors can be responsible for the long-term success of an organization. Leadership can facilitate qualitative change by changing associates' viewpoints. Hence, leadership style influences the quality environment. Organizational commitment is the attitudinal component to increase organizational effectiveness. In addition to several variables, the quality of hospital services is also determined by the commitment given by the employee. This signifies that the indication of the achievement of optimal external services if the climate has been created to serve one another among fellow employees. Climate of mutual service is largely determined by the rules of ethics and values prevailing among the employees, the employee's ability to serve, as well as the leadership style of employees (Mayfield and Mayfield, 2002). Similarly, Dabholkar et al. (2000) identify personal attention and comfort as provided by a provider's employees as components of service quality.

The leaders must practice effective leadership to succeed in today's challenging climate and to balance these competing demands. Greenleaf (1977) argued that true leadership is essentially synonymous with service and great leaders are identified by the service they perform for individuals and society. Leadership behaviours appears to be what healthcare organizations need to effectively lead their organizations in today's challenging times. Additionally, (Love et al., 2008) says health care organizations are increasingly concerned with looking beyond financial performance measures, while focusing on how to deliver higher quality care.

Literature Review

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees.

Smith (1996), Defined organizational commitment as the measure of strength of the employee's identification with, involvement in, the goals and values of the organization."

However, Anderson et al. pointed out that in Deming's management method, the basic premise is creating an organizational system that fosters quality management practices implementation including customer focus, continuous improvement, and teamwork, which all require effective leadership.

Leaders must have the ability to realize formulated vision by managing quality elements to transform the firm into using quality managerial practices (Idris & Ali, 2008).

According to Allen and Meyer (1990), organizational commitment has three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment implies employees' emotional attachment to the organization. Continuance commitment refers to employees' feelings of obligation to remain with the organization. Normative commitment is based on the costs that employees would have to incur if they decided to leave the organization.

Netemeyer, Maxham, and Pullig (2005) found leadership to motivate the employee to go above and beyond the basic requirements of the job responsibilities in their interaction with customers in corporate hospitals.

According to Waterman (2011) Leadership is characterized by the mantra of putting other people first. Adopting this caring, empathic attitude should not only be displayed towards patients and customers but also should be applied in the work place and surrounding community (Waterman, 2011).

Podsakoff et al said that leadership behaviour can affect trust and satisfaction of employees to organization and organizational citizenship behaviour further enhances the relationship between leadership style and organizational commitment directly.

Similar the result of (Chen, 2004) says that the relationship style between nursing faculties' perceptions of nursing deans' and directors' leadership style and faculties' job satisfaction level in Taiwan. (Chen, 2004) found that Taiwanese nursing deans and directors tend to display transformational leadership more frequently than transactional leadership.

The work of (Kleinman, 2004a), Kleinman (2004) indicated that there was a significant relationship between the leadership behaviors of nurse administration and staff nurse job satisfaction and retention. Many health care administrators are increasingly showing concern for delivering high quality care in which both the customer (patients) and providers (employees) are satisfied while maintaining a strong financial environment (Love et al., 2008). The New approaches to continuous improvement in health sectors that rely on highly developed "people management." New thinking about leadership is helping to change and shift thinking about a range of contemporary leadership approaches and methods.

Gaps in the Literature
After reviewing national and international literature pertaining to leadership qualities of employees in various organizations, it is found two important gaps are yet to be fulfilled.
1. The factors responsible for the leadership for employee in corporate hospitals.
2. The impacts of leadership on employee commitment as well as their performance are still unaddressed at national and international levels therefore the present research aim's at fulfilling the above mention research gap.

Objective in Study
The major objectives in research are presented as fellows.
1. To study the predominant factors of leadership qualities among employees in corporate hospitals.
2. To measure the influence of leadership qualities on the effectiveness on organisation.

Hypothesis
The factors of the leadership qualities do not differ significantly.

Methodology
The study is based on both primary and secondary data. The primary data is collected on structured questioner with optional type question as well as statement in likert's 5 point scale.

Data Collection
The researcher applied convenient sampling method to collect the responses from employees of corporate hospitals. The researchers consider top five corporate hospitals in Chennai city for data collection purpose. The researcher circulated 40 each in all the five corporate hospitals and able to obtain 168 responses with completed responses. After scrutinising 14 of the questioner are fill with flaws hence the researcher reject those response and consider remaining 154 responses for the research. Hence the sample size of research is 154.

Data Analysis
After entering the coding of the questioner the researcher analysis using both univariate and multivariate statistical techniques.
1. Factor analysis
2. F-Test
3. T-Test
4. KMO-Bartlett Test

Analysis and Discussion
The employees in corporate hospitals are requested to express their participation in management through Leadership at the point of inception. Their responses are obtained in Likert's 5 point scale which range from strongly agree to strongly

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disagree. 10 statements have been posed on them to obtain responses suitable for Leadership. Factor analysis, the principal component method is applied and the following results are obtained.

Table: 1 KMO and Bartlett's Test for Leadership in Management

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	697.830
	df	45
	Sig.	.000

Source: Computed Data

From the table 1 it is formed that Kaiser – Mayer – Olkin measure of sampling adequacy is .806, Barrtlett's test of sphericity and Chi-Square value is 697.830 are statistically significant. This shows that the employees Leadership in management obtained from 500 samples is significantly explaining the data reduction process through Factor analysis. The following table gives the number of factors deduced into 2 predominant factors.

Table: 2 KMO and Bartlett's Test for Leadership in Management & Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.988	29.879	29.879	2.988	29.879	29.879	2.276	22.762	22.762
2	1.163	11.628	41.508	1.163	11.628	41.508	1.875	18.746	41.508
3	.915	9.145	50.653	1.012	10.124	51.632	1.156	10.124	51.508
4	.907	9.070	59.723						
5	.808	8.079	67.802						
6	.755	7.551	75.353						
7	.733	7.333	82.687						
8	.678	6.778	89.464						
9	.551	5.508	94.973						
10	.503	5.027	100.000						

Extraction Method: Principal Component Analysis.
Source: Computed data

From the above table it is found that the two Eigen values 2.276 and 1.875, along with individual variances 22.762and 18.746. The total variance explained by the 10 variables of Leadership in management about Leadership is 41.508 which are statistically significant. The two factors deduced so far are loaded with certain number of variables as shown in the table below.

Table: 3 KMO and Bartlett's Test for Leadership in Management & Rotated Component Matrix (a)

	Component		
	1	2	3
LSF 9	.661		
LSF 3	.624		
LSF 7	.588		
LSF 5	.573		
LSF 6	.551		
LSF 10		.748	
LSF 8		.630	
LSF 2		.587	
LSF 4		.491	
LSF 1			.780
LSF 13			.692
LSF 12			.664
LSF 11			.663

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 3 iterations.
Source: Computed data

From the above table it is found that the first factor consists of 5 variables namely

I make dynamic decisions in my capacity (.661)
I listen to my subordinates before taking decisions (.624)
I give chances for my subordinates to share their views (.588)
I share my organizational problems with my subordinates / colleagues (.573)
I discuss with employees on job assignments (.551)

Therefore the first factor is named '**Participative Leadership'.**

The second factor consist of 4 variables namely

I help my colleagues to make working on their task more pleasant (.748)
Personal welfare of group members is very important for me (.630)
Efforts are taken by the top level management to create conducive work environment (.587)
Rational approach is found among the employees (.491)

Therefore the second factor is named **'Supportive leadership***'.*

It is also found that the third factor comprises four crucial variables with factor loadings

Employees are given schedules to accomplish to job assigned (.780)
They are able to understand what is realistic in accomplishing the tasks (.692)
Lifelong learning process supports us to acquire knowledge (.664)
Top level come down to any level to solve problems (.663)

Now it is suitable to call this factor **"Instrumental Leadership"**

Findings and Conclusion
The employees of the corporate hospitals expresses that the Leadership in management is achieved through the participative leadership which helps the organization to improve its production. They perceived that the work commitment is the primary aim of employees to acquire Leadership. The enlightened motivation is increased with the help of dynamic supportive and instrumental leadership among the employees.

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