



## The effect of leadership style on the employees' job motivation in health care centers in Shiraz

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### Abstract

**Introduction:** Leadership style is one of the most debated topics in management (urban health-care centers), which has influenced a great number of managers and employees. The present study aimed to determine the impact of the managers' leadership styles on the employees' job motivation based on the Vroom-Yetton model.

**Methods:** This study was a descriptive-analytical one and the research environment included the managers of health-care centers in Shiraz, Iran. The study data were collected through two questionnaires which were developed by the researchers, and the statistical analyses were performed using the SPSS statistical software.

**Results:** The findings of the study indicated that 37%, 32%, and 7% of the managers' leadership styles were cooperative type 1, cooperative type 2, and centric, respectively. In addition, 48% and 42% of the study subjects had average and high levels of maintenance motivational needs, respectively. Besides, 54% and 41% of the employees had average and high levels of motivational needs, respectively. The results showed a significant relationship between the employees' motivational needs and the type of service as well as age ( $\alpha < 0.05$ ). A significant relationship was also found between the employees' provocative motivational needs and the type of service; however, no significant relationship was observed between the employees' motivational needs and the demographic variables. No significant relationship was found between the managers' leadership style and demographic variables, either.

**Conclusion:** Given that the majority of the managers of the research society have the leadership style of consultative and cooperative, this matter can improve the employees' provocative and maintenance motivational needs in health-care centers.

**Keywords:** Motivation, Leadership style, Vroom-Yetton model, Cooperative management

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### Introduction

Human resources in health care organizations, such as health-care centers, are one of the key factors in organizational management; therefore, work force (human resources) motivation is highly important in achieving the organizational goals. Motivation is the product of participation and interaction with the position one is dealing with. Consequently, if the employees feel that they are important, they will be successful in the organization as well as their personal lives. One of the important duties of the managers in organizations is to develop the organization's

internal and external environment in a way that they can select appropriate goals in order to satisfy the motivational needs of the staff. This largely depends on the managers' leadership styles in making use of the employees' involvement in decision making (1).

Empowered and motivated workforce is the greatest asset of an organization. Therefore, identifying the potential areas of growth and providing the situation for the employees' prosperity are the most important duties of the managers and the development of human capabilities is considered as the most applied tool to shape knowledge in order to facilitate

achieving the specialized, social, and political goals of the organizations (2).

Low productivity, lack of motivation, and insufficient work, are considered as the major defects in organizational leadership (3). The important issues in the employees' encouragement and motivation which lead them to do well are the management approaches or the leadership styles (4). Leadership style is in fact the coordination between human and material resources in order to achieve the organizational goals in a way that it is acceptable to the society (5). Another definition for leadership style is the way of thinking and performance which distinguishes the managers' attitude (6), and at the same time it is considered as a part of his personality (7).

Leadership style which is applied by the managers in organizations is one of the factors that affect creativity, motivation, job satisfaction, and organizational efficiency (5). According to literature reviews, one of the related variables to leadership is internal motivation. In a view, it can be defined as a motivational mood of the staff expressed to their duties, due to their own sake and not the positive results such as a reward that may occur (8). According to Herzberg the main factor in making motivation is, in fact, the occupational success, job appreciation, job development, personal growth and nature of the labor and the imposed duties (9).

Vroom and Yetton are among those who have studied the field of participatory management. What they presented is known as a normative model. The suggested procedures and instructions can be used by the managers and leaders in case they come to different situations (10). These researchers have proposed two criteria which can be used when choosing the "set of possible solutions": 1- when you must decide quickly and 2- when the decision maker has time limitations. Managers should observe time and consolidate their position and authority. Second, the managers should conduct a particular method of leadership when dealing with the decision-making process in order to improve the subordinates' knowledge and skill, which results in greater participation in affairs. In fact, the subordinates' participation in decision making will result in longer decision-making time; however, it can lead the subordinates to perform more efficiently and also better relationships can be established with higher authorities (11).

In addition, the research conducted in Tehran showed a positive relationship between the teachers' job motivation and the leadership style of the school principals (12). Another research revealed that in case that the managers and administrators have a supportive role for their staff, the employees' internal motivation and as a result their level of creativity

increases (13). In kyak's study, the relationship between the leadership style of junior high school principals and teachers motivation was investigated and the results showed a significant correlation between them (14). In another study the relationship between leadership style, organizational environment, progress motivation and women's performance was investigated and the conclusion was that managers with different leadership styles promote different progress motivation for their staff (15).

In a study which was performed in 63 nursing units in four hospitals in the United States showed that in the units run by participatory management style, there was a high level of solidarity between the workers and a low level of job stress among the staff, which led to the reduction of work stress and an increase in the quality of nursing services. Participatory management also resulted in an increase in both staff and patient satisfaction (16).

Even the revolutionist leaders that highly care for moral values make their employees interested in their duties through paying attention to their emotions and needs, facilitating occupational growth, presenting a pattern for positions and trusting them (17). So, considering the importance of this subject, the researchers have attempted to determine the motivational factors and also managers' leadership style in Shiraz health care centers. The researches intended to find these factors and the extent to which they were related to one another in order to find out useful approaches for providing an effective and efficient organizational environment.

## Methods

This study was a descriptive-analytical one conducted in a cross-sectional manner. The study subjects consisted of all the employees and the managers of health-care centers in Shiraz in 2009. The sample size was calculated based on the Morgan and Krchoksey principle and out of the 140 individuals; a sample size of 100 subjects was selected for the present study. The study data were collected through two standardized questionnaire. The validity of the questionnaires were assessed and approved by five experts in management and Cronbach alpha of 0.87 was reported for reliability.

The employees' motivation questionnaire consisted of three parts, the first of which included a profile and the second and the third sections were designed based on the Two Factor Theory of Herzberg; i.e., 3 questions were posed for each variable according to the indicators. Overall, these two sections included 24 questions according to the Likert scale with a range of five options. The second questionnaire was used for determining the managers' leadership style

**Table 1.** Comparison of managers' leadership style and maintenance motivational needs of employees

level of needs	Manager styles				
	Self-centered (%)	Prudent (%)	Consultative (%)	Cooperative (%)	Total (%)
Low	-	30	20	50	100
Medium	8.3	27.1	41.7	22.9	100
High	7.1	50	23.8	19.1	100
Total	5.14	35.7	28.5	30.66	100

and included two parts. The first part included the managers' general information, management records, and training management course records. The second part of the questionnaire included 20 questions related to decision making in the field of management. The questions included 6 options 5 of which showed the managers' leadership style based on the "Victor Vroom" model and one option had no answers. The data was analyzed by chi-square tests and Pearson Correlation Coefficient through SPSS software.

## Results

Of 100 employees under investigation, 38% were male and 62% female, most of them with 6-15 years of work experience, 39% had Bachelor's degree, and 57% Associate's degree lower educational degrees. Regarding the managers, 83.3% had PhD degree, 75% were male and more than 91% had less than 10 years of work experience and 67% of them were in the range of 40 to 50.

The findings of the study showed there was no significant relationship between maintenance motivation and gender, work experience and education. However, there was a significant relationship between maintenance motivation needs and age and position. The study also revealed that there was no significant relationship between provocative motivational needs and gender, working experience, education, and age. However, a significant relationship was found between provocative motivational needs and type of service. No significant relationship was found between the management style and gender

and training management records. Of course, the leadership style of 11.1% of female managers revealed to be self-centered, while the male managers did not have this type of leadership style.

Table 1 shows the frequency of level of maintenance motivational needs of the respondents based on different management styles. No significant relationship was found between the managers' leadership style and the employees' maintenance motivational needs ( $\chi^2=5.085$ ).

As Table 2 shows there is no significant relationship between managers' leadership style and provocative motivational needs ( $\chi^2= 6.25$ ).

## Discussion

Determining the managers' leadership style acts as a guideline for the managers to be aware of their own leadership style and choose the best leadership style to empower their employees and, at the same time, gain sufficient information about job motivational needs of the staff.

The findings of our study showed that leadership style of the majority of the managers was prudent, while the minority of the managers was self-centered in their leadership style. This can increase the employees' participation in the affairs and the managers' business development and ultimately promote the employees' motivation. The results of the research conducted in 63 nursing units and four hospitals in the United States showed that participatory (cooperative) management increased patients' satisfaction (18). However, the results of the research done by Mosadegh Rad (2003)

**Table 2.** Comparison of managers' leadership style and provocative motivational needs of employees

level of needs	Manager styles				
	Self-centered (%)	Prudent (%)	Consultative (%)	Cooperative (%)	Total (%)
Low	-	20	20	60	100
Medium	9.3	33.3	33.3	24.1	100
High	4.9	43.9	31.7	19.5	100
Total	6.45	32.4	28.33	34.53	100

were in contrast with this finding. That research aimed to determine the relationship between the managers' leadership style and efficiency of Isfahan university hospitals. The results showed no significant relationship between the managers' leadership style and efficiency of the hospitals. In other words, participatory management did not improve the hospital's efficiency and performance (19).

According to the findings of the present study, most of the staff had moderate and high levels of provocative motivational needs, which can be effective in improving the staff's performance in health-care centers. The results obtained from a research entitled "analytical research of impact of motivation on improving human resources productivity in 1996" revealed that the productivity of human resources was directly affected after providing the material needs (18).

The results of the present study revealed no significant relationship between the managers' leadership style and the employees' provocative motivational needs. However, Lee (1997) found a significant relationship between management style and the teachers' motivation degree (14). Rosenberg (1988) investigated the relationship between leadership style, teamwork, progress motivation and females' performance and he came to the conclusion that managers with different management styles promoted different progress motivation for their employees (15). In another study (2003), it was revealed that leadership style had a significant relationship with motivation (16). It seems that in addition to the managers' leadership style, other factors, such as rights and benefits which are commensurate with the expectations of the individuals and similar organizations, informal relationship with the superiors, colleagues, and subordinates, and the managers' personality and leadership style, can be effective on the employees' job motivation, as well. Mohammadi in his study examined the factors which were effective on the employees' motivation. These factors included working conditions, relationship with officials, supervisors, and colleagues, and personal life (2).

The findings of the present study revealed no statistically significant relationship between the managers' leadership styles and gender and management training records. However, the presented figures suggest that the leadership style of the female managers (11/1%) was self-centered, while the male managers did not have this type of leadership style.

In the present study, no significant relationship was observed between the leadership style and other demographic variables, including age, education, and the managers' working experience. Therefore, other factors, such as working conditions and the employees'

abilities, might affect the managers' leadership style.

The results of the present study showed a significant relationship between the maintenance motivational needs and the type of the service and age. However, no significant relationship was observed between the maintenance motivational needs and other demographic variables, namely gender, working experience, and educational degree.

On the other hand, the provocative motivational needs were significantly related to the type of service; however, no significant relationship was found between the provocative motivational needs and other demographic variables, namely sex, working experience, and age. Of course, the figures indicated high levels of provocative motivational needs in the individuals with graduate degrees.

Considering the relationship between working experience and level of provocative and maintenance motivational needs, the individuals with 5 or less years of working experience had more low-level needs compared to those with more working experience. In addition, as the working experience increased, low-level motivational needs improved, as well. Thus, in comparison to other groups, the amount of these low-level needs was less for those with 26 or more years of working experience. On the other hand, considering the relationship between the type of service and the level of needs, the low-level provocative motivational needs of the contract staff were much more than the other groups.

## Conclusion

The results of the study revealed that most of the managers are not academically educated, so it is suggested to hold workshops and invite professional experts in order to present the necessary training. With respect to results, it was observed that the employees with master's degree had higher level of motivation (maintenance, provocative). Therefore, it is suggested to provide a situation for other employees to complete their education while they are engaged in working. The results also revealed that, comparing with other groups, there was a low level of motivation in contract employees. So, it is better that the related authorities provide similar facilities for this group.

This study was conducted in a limited level (urban health care centers) and showed no significant relationship between managers' leadership style and employees job motivation, therefore, a broader sample (health care networks, hospitals etc.) is suggested for investigation. In this study management style was evaluated based on Vroom-Yetton Model and job motivation was evaluated based on Herzberg model, so the relationship between these two factors is suggested to be found out by other models, too.

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