

LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEE'S PERFORMANCE IN HEALTH SECTOR OF PAKISTAN

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ABSTRACT

This research explores the impact of leadership styles on employee's performance in the health sector of Pakistan. The literature highlighted considerable variables such as employee's performance as dependent variable, leadership styles (e.g., transformation and transactional) as independent variables. The Multifactor Leadership rater Questionnaire was used to determine leadership style within the health sector. Modified version of Paul Spector Job Performance questionnaire was used to measure the employee's performance within the health sector. From data analysis, it was concluded that the transformational leadership is the dominant leadership in the health sector of Pakistan. Through correlation and linear regression analysis it was concluded that there is a significant positive relationship between employee's performance and transformational, transactional leaders. However, the strength of relationship between leadership and employee's performance was high in case of transformational leadership. Convenience sampling, cross sectional design and self-report questionnaire are the limitations of this study.

Key Words: Leadership styles, Transformational leader, Transactional leader, Employee's performance.

INTRODUCTION

Health sector is one of major service sectors in Pakistan. Effectiveness of this sector will positively affect the general health of people of Pakistan. Like in every other organization, in health sector also, organizational effectiveness depends heavily on the leadership. After the revolution of information technology and change in organization culture and structure the need for leader is growing in organizations. Leadership is most discussed and most confusing topic in management. Scholars have difference about the effectiveness and role of leaders in organizational success and failure, but most of these scholars are agree that leaders and their leadership styles plays a vital role in organizational success. Leadership style has great effect on employee job satisfaction and job performance. An employee with greater job satisfaction and commitment has higher job performance (Walumbwa & Hartnell, 2011). The measure of relationship between the job performance and leadership style draws the considerable attention of research scholars.

Leader and their leadership styles is one of the mostly studied topics of recent history. The behavior and techniques used by the leaders to give vision and roadmap to reach the vision, formulations and executions of strategies and plan is called leadership style

(House & Aditya, 1997). Leadership styles vary from person to person and it also depends upon the situational need (Bass & Bass, 2009). There are several theories of leadership; all these theories explain the leadership process in some different way (Bass & Bass, 2009). Among these leadership theories, trait theory, behavioral theory and contingency theory is called traditional theories of leadership, while transformational and transactional theories are called new leadership theories. Some scholars gave the contingency theory, according to this theory the leaders have no single trait or behavior but they have variety of different skill which they use according to the situation. Now new leadership theories of transformational and transactional leadership are getting popularity among the management scholars and researchers.

➤ The main goal of any organization is to enhance the job performance of their employees so that they could survive in this highly competitive environment (Wofford, Whittington, & Goodwin, 2001). It is believed that organizational success is result of effective leadership and better coordination between leaders and workers. Leaders guide their organization to fulfill their mission and goals. Research scholars have belief that leadership style is most effecting factor of job performance. In this study, our focus will be on measuring the transformational, transactional styles and its affect on job performance of the employees of health sectors. It is argued that transformational leadership motivate their followers to perform further than expectations and gave better results as compared to those follower who are working under the transactional leaders (Bass & Bass, 2009). Bass and Avolios Model of Transformational Leadership of leadership have four behavioral components i.e. Idealized influence, Individual consideration, Intellectual stimulation, inspirational motivation (Bass, 1999). informational technology based businesses, hospitals, and educational institute. It is also believed that employee productivity and job satisfaction is positively correlated to transformational leadership style. In this competitive environment, where innovation and creativity is basic requirement for organizational success, transactional leadership style is almost useless (Bass, 1998; Masi & Cooke, 2000). Therefore the specific objective for the research would be.

- To determine the prevailing leadership style in health sector in Pakistan.
- To observe the relationship between leadership style and employee's performance.

In this study health sector leader i.e. doctors, health nutrition officers and supporting staff of hospitals of southern Punjab districts of D.G Khan, Muzafar-Ghar and Bahawalpur were included. The leadership styles and Job Performance of health sector doctors, health nutrition officers and supporting staff of hospitals were measured. The purpose of this study was to produce a research model that examined any links between leadership styles (transformational, transactional) in order to determine which styles were most predictive of employee performance in health sector of Pakistan.

H1: Transactional leadership has positive relationship with employee's performance

but strength of relationship is not stronger as compare to transformational leadership.

H2: *Transformational leadership is most prevailing leadership in the prevailing leadership style in the health sector organizations*

H3: *There is positive relation between transformational Leadership and employee's performance.*

LITERATURE REVIEW

Scholars have difference about the effectiveness and role of leaders in organizational success and failure, but most of these scholars are agree that leaders and their leadership styles plays a vital role in organizational success. Several theories have been developed in the course of history about the leadership. Initially it was believed that leader are born not made , this theory is called trait theory, then some scholars presented the behavioral theory, according to this theory leaders have some behavior which make them successful. Then some scholars gave the contingency theory, according to this theory the leaders have no single trait or behavior but they have variety of different skill which they use according to the situation. Now new leadership theories of transformational and transactional leadership are getting popularity among the management scholars and researchers.

Leadership Styles

Leader and their leadership styles is one of the mostly studied topics of recent history. The behavior and techniques used by the leaders to give vision and roadmap to reach the vision, formulations and executions of strategies and plan is called leadership style (House & Aditya, 1997). Leadership styles vary from person to person and it also depends upon the situational need (Bass & Avolio, 1990). As discussed earlier, there are several theories of leadership; all these theories explain the leadership process in some different way (Bass & Avolio, 1990). Among these leadership theories, trait theory, behavioral theory and contingency theory is called traditional theories of leadership, while transformational and transactional theories are called new leadership theories. Three traditional leadership theories i.e. Trait theory, behavioral theory and contingency theory have been developed over a period of time. Each theory illustrates the some distinct dimensions of leadership and each theory explains the leader and follower relation in different ways (Organizational Change, 1997).

University of Michigan Studies

The researcher of University of Michigan also conducted studies on leadership styles and they found that there are two different styles of leadership exist: employee centered and production oriented and which are considered opposite to each other. Employees centered leaders have some kind of democratic leadership style, they involve their follower in decision making, they also like to delegate power to their followers, they help their follower in fulfilling their needs, and they create a supportive work

environment. On the other hand the production oriented give importance to task and work completion and they are normally good in the technical aspects of the job (Hoy & Miskel, 1991).

Situational/Contingency Approach

Situational theory of leadership was developed after the failure of trait and behavioral theories. This theory explained how leaders change their leadership style according to the requirement of situation. According to this theory, leaders should be able to diagnose and recognize the situation first and then identify the leadership style which is most suitable for this situation and then implement this leadership style (Mullins, 2007). Few example of this theory are Fielders Contingency theory of Leadership, Path Goal Theory, Heresy and Blanchard Theory, Cognitive Resource Theory etc (Bass & Avolio, 2000). According to Situational theory, there is no single ideal style, but all styles of leadership are suitable for various situations and the ability of leaders to adapt the style according to the situation makes him successful (Hersey, Blanchard, & Johnson, 1988).

New Leadership Approaches

Organizational internal and external environments have changed swiftly over the last two decades after the revolution of information technology and this change demands new leadership style, which is should be more participative and supportive and less directive and authoritative (Mike, 1995). The new theories of leadership evolved in recent years are called transactional leadership and transformational leadership (Bass & Avolio, 1990).

Transactional Leadership

Transactional leadership style was described and explained by (Bass, 1997). This style is based on conventional bureaucratic powers and authority. Transactional leaders believed on exchange of reward and benefits after the successful completion of task and assignments (Bass & Avolio, 1990). These types of leaders tries to develop a structure based on work and reward relationship (Organizational Change, 1997). The transactional leaders emphasize the defining and implementation of goals, regulation and standards (Bass, 1997). Transactional leaders spend their energies on work execution and rely on rewards and benefits to improve the workers performance (Bass & Avolio, 2000). Transactional leadership is work- reward exchange based leadership. This leadership style is more suitable for traditional organizations having more rigid structure working in the stable environment. The followers under the transactional leaders do not perform beyond the expected reward (Meyer & Botha, 2000). However, in this ever changing competitive business environment, transactional leaders cannot work effectively and a new leadership style is required which could guarantee the organization's survival and can perform effectively according to the demands and needs of 21st century work environment (Brand, Heyl & Maritz, 2000).

Transformational Leadership

Transformational leadership is most extensively researched leadership style and these results show a positive reaction exists between the transformational leadership style and organizational effectiveness (Brand, et al., 2000). Transformational leaders are very passionate, enthusiastic and energetic. They work to transform the skill, capabilities, values and belief of their followers. They try to motivate them internally by influencing their attitudes and assumptions. Transformational leaders articulate and communicate a compelling vision to their followers that inspires and motivates them to achieve extraordinary goals (Cacioppe, 1997). Transformational leaders are truthful and show integrity. They set clear goals, and communicate these goals to their followers and shared vision with them (Bass & Bass, 2009). It is argued that transformational leadership develops and flourishes in the environment in which leaders and their followers are engaged positively for the betterment of organization (Burns, 2003). Transformational leaders not only enhance the skill and capabilities of their followers but also align follower's goals with the goals of the organization. It was found in several research studies that follower's organizational commitment and job performance is positively correlated to the transformational leadership style of the leaders (Arnold, Barling, & Kelloway, 2001). Transformational leaders, also exhibit the transactional leadership style as and when required and therefore it is assumed that transformational leadership is not a totally different leadership style from transactional leadership but an extension of it (Bass, 1997; Ristow, 1998). Walumbwa, Avolio, and Zhu (2008) argued transformational leadership had direct influence on supervisory performance in US banking sector. There are huge numbers of studies which examined and explored the effect of transformational and transactional leadership on job performance outcomes in different sectors. (Judge & Piccolo, 2004; Liao & Chuang, 2007; Schaubroeck, Lam, & Cha, 2007; Wang, Law, Hackett, Wang, & Chen, 2005).

Leadership and Job Performance

An employee with greater job satisfaction and commitment has higher job performance (Walumbwa & Hartnell, 2011). The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Several models and theories have been presented to establish a link between the leadership style and job performance (Pedraja-Rejas, Rodríguez-Ponce, Delgado-Almonte, & Rodríguez-Ponce, 2006; Vigoda-Gadot, 2007). Leader tries to provide support and encouragement to the followers. Leaders with high individual considerations are better coach and are able to link the individual needs to that of organizational needs (Horwitz et al., 2008). Transformational leadership is proved that helpful in variety of informational technology based businesses, hospitals, and educational institute. It is also believed that employee productivity and job satisfaction is positively correlated to transformational leadership style. In this competitive environment, where innovation and creativity is basic requirement for organizational

success, transactional leadership style is almost useless (Bass, 1998; Masi & Cooke, 2000). Different leadership style has different effect on the employee performance (Yammarino, Spangler, & Dubinsky, 1998).



Figure 1: Conceptual Framework

METHODOLOGY

Pilot Study

The objectives of the present study were achieved in two stages. Initially a pilot study was conducted to pre-test the instruments used in this study. In the second stage, the main study was executed. The pilot study was conducted to develop a comprehensive research design for main study and to check the reliability of the instruments adopted for the measurement of leadership style, emotional intelligence and employee job performance. Another purpose of pilot study was to improve the questionnaire and to check the respondents' reaction to the given 5-point Likert rating scale. Research design is the approach, strategies, action plan and structure of conducting a research project (Leedy & Ormrod, 2005). Regression research design was used in this study. The present research is of quantitative nature. Conceptual framework depicts the theoretical representation of research design. Participants for the pilot study were a convenience sample from different hospitals.

A total of 80 questionnaires were distributed, out of which 35 questionnaires were returned, providing a response rate of 43.75 %. To measure the reliability, Cronbach alpha tests were applied. Reliability is the consistency and dependability of a measuring questionnaire, (Babbie & Mouton, 2001). Alpha values were .61 (EP), .73 (TR), .56 (TL) that results of pilot study were above the acceptable limit (Hair, Tatham, Anderson, & Black, 2006).

Studying Organization

Purpose of main study was to measure the effect of leadership style on employee job performance. Targeted population was chosen on the bases of convenience sampling in easily accessible cities because of job and financial constraints. The target population for the present research comprise of doctors, health nutrition officers, medical technicians and other supportive staff of hospitals working in health sector of Southern Punjab. The questionnaires were sent to various hospital e.g., D.G. Khan, Muzafar-Ghar and Bahawalpur district. Total 332 completely filled questionnaires were received.

Participants for the pilot study were a convenience sample from different hospitals.

Instrument development

Usually there are three common methods of data collection, i.e. interview, observation, and questionnaires (Bless, Higson-Smith, & Kagee, 2006). It is suggested that questionnaires are an efficient way of data collection and variables are measured effectively through these questionnaire. Questionnaires can be administered personally, and can be distributed through post mail or through email to the respondents depending on the situation (Sekaran, 2006). This method is very cost effective and lots of time can be saved.

The Multifactor Leadership Rater Questionnaire (MLQ5x) was developed: Bass, B. M., & Avolio, B. J. (2000). Multifactor leadership questionnaire: Mind Garden.

Job performance survey was developed by: Spector, P. (2007). Job Performance Survey Website. Retrieved January 21, 2007, from <http://chuma.cas.usf.edu/~spector/scales/jsspag.html>

RESULTS AND ANALYSIS

Response Rates

The sample comprised of health sector officer and supporting staff working in D.G. Khan, Muzafar-Ghar and Bahawalpur districts. A Total of 750 employees of health sector were surveyed and out of these 750 employees, total 332 completed the questionnaires and have been included in the analysis. The response rate was 44.26%. Total 119 (36%) female and 213 (64%) male employees completed the questionnaires. In order to maintain respondent anonymity, the participants were never asked identifying information. The assessments were of general questions in nature.

Descriptive Analysis

Table 1: Descriptive Statistics

Characteristic	Doctors and Health Nutrition Officer		Supporting Staff	
	Mean	Standard Deviation	Mean	Standard Deviation
Age	39.25	5.36	46.70	7.80
Year of Experience	12.40	6.30	18.26	8.20
Education (Year)	16.55	1.32	12.50	2.15

First demographic question was about the age of employee. The height percentage of employee was in the 35-45 age range category (39%). Second demographic question was about the gender. The majority of participants were male (64%). Third demographic question was about the year of experience. Majority of participant were 10-15 year experience range category. Last demographic question was about the education. The majority of participants have obtained master or equivalent degree about 52 %.

Table 2: Mean, Standard Deviation, Skewness, Kurtosis, Cronbach Alpha Reliability Coefficients

	Valid n	Mean	S.D	Skewness	Kurtosis	α
Employee's Performance	332	3.79	0.43	0.246	-0.098	0.746
Transformational Leadership	332	4.02	0.40	0.209	-0.488	0.863
Transactional Leadership	332	3.17	0.246	0.383	0.199	0.627

Mean value, standard deviations and variances were computed for various factors of Transformational leadership and Transactional leadership for supplementary findings. The high value of these outcomes is linked with high value of transformational leadership. It indicates that when leaders are employing transformational leadership style then the outcome of followers is also increase (Bass & Avolio, 2000). Cronbach alpha values are above the acceptable limit (George, 2006; Hair et al., 2006).

Correlation Analysis

Table 3: Correlation between Leadership Styles and Employee's performance

	Transformational Leadership	Transactional Leadership	Employee's Performance
Employee Performance	0.681**	0.365**	---

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis provides a correlation coefficient that indicates the strength and direction of the linear relationship. Coefficients range on a point scale ranging between -1 and 1. The closer the coefficient is to -1 or 1, the stronger the relationship between the two variables. Weak and positive correlation exists between employee performance and

transactional leadership ($r = 0.365$, Sig. 0.000). Strong and positive correlation exists between employee performance and transformational leadership ($r = 0.681$, Sig. 0.000). These outcomes are consistent with previous research (Bass & Riggio, 2005; Horwitz et al., 2008; ; Nguni, Slegers, & Denessen, 2006; Pedraja-Rejas et al., 2006; Shuck & Wollard, 2010).

Regression Analysis (Hypotheses Testing)

Table 4: Regression Analysis Transactional Leadership impact on Employee's performance

	Adjusted R ²	F	β	Significance
First Step TR- EP	0.103	50.62	0.365	0.000

The value of adjusted R² in case of transactional leadership is 0.103 which mean the predictor or independent variable can create variation in dependent variable, by 10.30%. Transactional leadership has positive value of 0.365, which shows that there is positive association explored between transactional leadership and job outcomes, which is consistent with relevant studies (Judge & Piccolo, 2004; Munaf, 2011; Pedraja-Rejas et al., 2006).

Table 5: Regression Analysis Transformational Leadership impact on Employee's performance

	Adjusted R ²	F	β	Significance
First Step TL- EP	0.462	284.890	0.681	0.000

The value of R² in regression informs us that the predictors can create variation in the outcome variable by that percentage. The value of adjusted R² in case of transformational leadership is 0.462 which mean the predictor or independent variable can create variation in dependent variable, by 46.20 %. The values of beta tell about the relationship between dependent variable and each predictor. Positive values show positive relationship which means as the independent variables increases so does the dependent variable. Negative values of β shows that the relationship is negative or inverse that mean as the value of independent variable increases, dependent variable will decrease. Transformational leadership has positive value of 0.681. This result supports hypothesis of the study that transformational leadership score significantly predict employee performance which is consistent with relevant studies (Munaf, 2011; Pedraja-Rejas et al., 2006).

CONCLUSION AND RECOMMENDATION

Knowing which leadership styles are predictive of their employee performance, hospital leaders can maximize their efforts of retaining high performing staff and raise the perception of a highly effective organization. Researchers have agreement that transformational leadership styles have more positive effect on employee performance than transactional leadership. Transformational leadership can perform better in highly organic environment where focus is on competitive advantages. Results of this study also explored that the impact of transactional leadership was not much stronger as compare to transformational leadership on job performance.

Self report measures are susceptible to possible misrepresentations and biases. The employees' tendency for impression management may overstate the mean values for variables and thereby strengthen the relationship between the independent and dependent variables. In Pakistani culture which is based on collectivism, employees under socially desired behavior may avoid extreme options on the rating scales. This may leads to distortions in the mean values for variables and thus leads to incorrect results. Convenience sampling was used in this study and this is another limitation of this study as the results can only be generalized to a wider population with a degree of caution.

In future same model can be examined by adding more leadership styles and moderating variable e.g., emotional intelligence. Longitudinal study, probability sampling and reliable data collection method can also increase the generalizability of this model.

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