Investigating the Impact of Managers Leadership Styles on General Health of Personnel of Cheram City Health Network

Mohammad Arian¹, Abbas Ghavam², Somayeh Hessam³

ABSTRACT

Background: Managers’ leadership styles have negative and positive impacts on affairs of governmental organizations and in this regard influences psychological variables, such as psychological variables influencing general health which are studied in this paper. So, the present study aims at investigating managers’ leadership styles on general health of Cheram City Health network personnel.

Materials & Methods: This study is descriptive and of correlation type that the statistical population includes all managers and personnel of Cheram City health network managers and personnel. The number of managers is 54 and personnel are 218 persons. For sampling, Morgan table was used that randomly 45 managers and 135 employees were selected as sample. The research instrument in this study is questionnaire of Salesman and Anderkola (1982) managers’ leadership styles and Goldberg & Hiller (1979) general health questionnaires. The statistical analysis was performed with SPSS software and statistical tests of multivariate variance and correlation factor.

Results: findings showed that there is a significant and positive relation between leadership styles and personnel general health (p<0.05). There is a significant and negative relation between authoritative - exploitative leadership style and personnel general health (p<0.05). There is a significant and positive relation between authoritative - benevolent, participative and consultative style and personnel general health (p<0.05). Conclusion: Discussion and conclusion: managers’ leadership styles impact personnel general health and the more flexibility the managers in the organization have, the personnel psychological indicators are more and the organization status becomes better.

Key words: managers, leadership styles, personnel general health, Cheram health network

INTRODUCTION

One of factors of the organization success in realizing goals depends on way of applying management and manager's leadership effective styles. Manager in the role of the organization leadership could select various styles in guiding human forces. Managers’ suitable behavioral patterns in every organization create strong spirit and motivation in personnel and increase their satisfaction with their occupation. Managers using correct leadership style could increase occupational satisfaction and organizational commitment of personnel and the organization efficiency.[1]

Leadership style specifies behavioral patterns which outbreak in the course of work and organizational activity and others know the person by it.[2] Likert (1961) in his study found out that, leadership common styles of the organization could be shown in a series of system one to four. Likert named the fourfold leadership systems as follows: Exploitative Authoritative style, Benevolent-Authoritative style, Consultative style and Participative style. In the first style or authoritative-exploitative, manager and subordinates have no trust in each other and subordinates don’t feel free
for discussion with manager about working issues and manager for solving problems never seek the subordinates views and opinions. In the fourth style or participative style, trust and confidence of managers is complete and there is an intimate and participative relation in all affairs between them. In this style, decision making is quite participatory and formal and informal groups are mixed with each other. Two other styles of leadership are between styles 1 and 4. [3]

Health subject has been discussed since the human appearance and during centuries, but whenever it is discussed generally its physical dimension has been considered and other health dimensions especially its mental dimension have been less noticed. [4] The concept of mental health is in fact an aspect of health general concept and is referred to methods and strategies which are used for preventing their mental diseases, treatment and rehabilitation. A glance at issued statistics in the field of prevalence of mental disorders in various countries of Iran and the world specifies the significance of noticing mental health. In some provided definitions in the mental health domain, consistency with the environment is very important. According to this definition, a person who is able to be compatible with family members, colleagues, neighbors and generally their surrounding society, he will be more normal in mental health respect. He solves his internal and external conflicts and will withstand against the life inevitable failures. Therefore, the provision of enjoying mental health in its high level is that the person could be flexible in difficult situations and to have the ability to acquire his mental balance in any situation. [5]

Many factors causes disturbance of mental health that among them we can point to non-observance of social justice, non-availability of inflorescence opportunities for people, existence of non-logical discriminations and lack of social security. [6] The individuals' mental health is the most significant in progressing national and ideal objectives of the societies in respect of providence in financial and spiritual costs. Based on the available findings mental disorders is one of the most important and significant elements of diseases general load and it is predicted that in 2020 the share of mental and neural disorders of the diseases general load has increased and of present 10.5% reaches 15% of the diseases treatment general load. [7]

Since our country has a religious culture and leadership and management system in Iran had long been influenced by traditional cultural features such as indisputable obedience of power sources like parents, teacher and director, special respect for seniors and power resources and leaders of various groups. This quite highlights the significance of managers' leadership styles. That whether our managers use traditional styles or flexible styles is a point which features the necessity of performing such studies more than before.

Undoubtedly, by investigating the relation between general health and leadership style especially by performing this study, the future leadership style of a manager could be predicted in case of existence of relation by means of personnel general health score that is a suitable method in individuals selection with more efficient leadership style and as a result increasing personnel occupational satisfaction for optimal management of medical training and treatment system.

Today, general health is considered as an effective factor in personnel daily life and personnel who are in suitable status in respect of general health, have more happiness in their work environment and less suffer mental and spiritual problems. Regarding that hospitals and health centers are one of the most stressful environments for personnel, it is required that in this study the impact of leadership style on personnel general health is investigated.

METHODS

The present study is a descriptive study of correlation type which is conducted with purpose of investigating the impact of managers' leadership style on general health of Cheram City health network personnel. The setting of this study includes Cheram city healthcare network. Cheram city is located in the east of Dehdasht City and has a population over 35000. The statistical population includes all personnel and managers of Cheram city healthcare network that based on received information, the number of managers is 54 and personnel are 218. For sampling Morgan table was used that randomly 45 managers and 135 personnel were selected as sample. The research instrument in this study is Salesman and Andercolk (1982) managers' leadership style and Goldberg & Hiller (1979) general health questionnaires. The leadership styles questionnaire includes 35 items and 4 components of authoritative – exploitative style, authoritative – benevolent style, consultative style and participatory style and 28-question general health questionnaire has been provided by Goldberg and Hiller (1979) and has 4 subscales and each scale has 7 questions. The scales include physical signs, anxiety signs and sleep disorder, social function and depression symptoms. Reliability and validity of the research questionnaire have been previously obtained by various researchers so that in Parsloo et.al study (2011) [8], the reliability of general health questionnaire has been obtained 0.84 and in Arnold et.al study (2007) [9], validity of leadership style questionnaire 0.78. The validity of this study was confirmed by researchers and specialists of healthcare management who were 3. For investigating the reliability of this study Cronbach's alpha was used that for the questionnaire of leadership style it was 0.84 and for general health questionnaire 0.78 and it may be said that the research validity is in a suitable extent. Ethical observations such as obtaining required certificate from Yasooj University of Medical Sciences was considered for investigating in Cheram city healthcare network for distributing the questionnaire. For statistical analysis SPSS 23 software and regression statistical tests, correlation factor and multivariate variance were used.

RESULTS

Main hypothesis: there is a relation between managers leadership styles and Cheram city health network personnel general health. The results show that the average of managers' leadership style is 148.4 and the average of personnel general health 113.4. For investigating this hypothesis, Pearson correlation factor test was used that the results showed that in level p<0.05 there is a significant and positive relation between managers' leadership style and personnel general health. The correlation factor between managers leadership styles and personnel general health has been obtained 0.341 and significant level 0.014, so the study main hypothesis is confirmed (Table 1).
The results showed that the average of authoritative – benevolent style is 38.4 and the average of personnel general health is 113.4.

For investigating this hypothesis, Pearson correlation factor test was used that the results showed that in level p<0.05, there is a significant and positive relation between authoritative- benevolent style and personnel general health. The correlation factor between authoritative- benevolent style with personnel general health is 0.341 and significance level is 0.016, so the study second hypothesis is confirmed (Table 3).

Table 3. The correlation factor between authoritative-benevolent style and personnel general health

<table>
<thead>
<tr>
<th>Variable</th>
<th>Person General Health</th>
<th>Correlation Factor</th>
<th>Significance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritative-benevolent style</td>
<td>0.341</td>
<td>0.016</td>
<td></td>
</tr>
</tbody>
</table>

Third hypothesis: there is a relation between consultative leadership style and general health of Cheram City health network personnel

The results show that the average of consultative leadership style is 41.5 and personnel general health average is 113.4.

For investigating this hypothesis, Pearson correlation factor test was used that the results showed that in level p<0.05, there is a significant and positive relation between consultative style and personnel general health. The correlation factor between consultative style with personnel general health is 0.301 and significance level is 0.021, so the study second hypothesis is confirmed (Table 4).

Table 4. Mean and standard deviation of consultative leadership style and general health

<table>
<thead>
<tr>
<th>Variable</th>
<th>Person General Health</th>
<th>Correlation Factor</th>
<th>Significance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultative style</td>
<td>0.301</td>
<td>0.021</td>
<td></td>
</tr>
</tbody>
</table>
Fourth hypothesis: there is a relation between participatory leadership style and general health of Cheram City health network personnel
The results show that the average of participatory leadership style is 16.2 and personnel general health average is 113.4.

In explaining the findings of this study, it could be said that authoritative-exploitative leadership style has a negative impact on personnel general health. Personnel general health in a wide organization like health network is influenced by managers’ leadership style and managers who behave them authoritatively and exploitatively with them, don’t enjoy the personnel support and have several problems in their route and on the other hand, they reduce the personnel mental health that this reduced the working quality and the clients face problems when referring the organization.

The results show that average of authoritative-benevolent leadership style has been 38.4 and the average of personnel general health is 113.4. The correlation factor between authoritative – benevolent style of managers with personnel general health has been obtained 0.341 and significance level 0.016, so the second hypothesis of study is confirmed. The results of findings of this study are consistent with findings inside the country such as Seyedi and Izadi (2010) and Hashemi Nasab and Zaheri (2012) and are not consistent with Pouran findings and Coup et.al (2008) inside the country. Also, they are consistent with findings of Jonng et.al (2013) and Rego et.al (2013) aboard.

In explaining the findings of this study, we can say that the authoritative-benevolent leadership style could be effective in improving personnel general health status since this leadership style type could be effective in personnel liability towards the duties specified in the organizational chart and the managers survival and follows their success.

The results show that the average of consultative leadership style is 41.5 and the average of personnel general health is 113.4. The correlation factor between managers consultative leadership style with personnel general health has been obtained 0.301 and significance level 0.021, so the third hypothesis is confirmed.

The findings of this study are consistent with findings of Nourian et.al (2012), Noaeydi et.al (2010) inside the country and studies of Jing et.al (2015), Knore et.al (20120 and Estem (2010) aboard.

In explaining the findings of this study, it could be said that managers’ consultative styles could have a positive and effective impact on personnel general health. This type of leadership style could be effective in creating motive and maintaining personnel spirit and increases their intimacy.

The results show that the average of authoritative-exploitative leadership style has been 52.6 and the average of personnel general health is 113.4. The correlation factor between authoritative – exploitative style and personnel general health was obtained -0.484 and significance level 0.000, so the first hypothesis is confirmed.

The results of this study are consistent with the findings of Banihashemian et.al (2011), Torkzahraei et.al (2013) inside the country and are inconsistent with findings of Peiman Nik et.al(2012) and Hashemi Nasab and Zaheri (2012) inside the country. Also, they are consistent with findings of Landa et.al (2008) and Mack Daniel (2009).


discussion
The results show that the average of managers’ leadership style has been 148.4 and the average of personnel general health 113.4. The correlation factor between managers leadership style and personal general health is 0.341 and significant level if 0.014 was obtained, so the research main hypothesis is confirmed. The results of this study are consistent with the findings of Hashemi Nasab and Zaheri, Nourian et.al (2010) and Kolagari (2009) inside the country and findings of Parsi et.al (2012) and Coup et.al (2008).

In explaining the findings obtained from this study, it could be said that managers leader’s styles could influence personnel general health and managers who have required flexibility with personnel could take effective and positive steps in improvement of personnel health status and impacts of this type of management in health network as a stressful organization could be effective in improving personnel psychological indicators.
and findings of Amreh et al. (2015) and Shihan et al. (2009) abroad.

CONCLUSION
In explaining the findings obtained from this study, it could be said that managers' participative leadership which is done with cooperation of colleagues and improving the organization status, could provide the healthcare network space and treatment centers for personnel and this type of leadership style could succeed managers since it uses personnel view in the organization managing.

REFERENCES
1. Mosadeghrad, A. 2005, investigating the relation between managers leadership styles and efficiency of Esfahan University hospitals, administrative and economic sciences university of Esfahan university, 17th year, No. 4.
10. Nourian, Kobra, Parvin, Neda, Mehrabi, Taiebeh, 2010, the relation of occupational stressful factors and general health of nursing personnel working in hospitals affiliated to Esfahan university of Medical Sciences, journal of Rafsanjan midwifery nursing and paramedic faculty, 5th year, No. 1, p 41-49
11. Peiman Pik, Faezeh, Mansourem Ladan, Sadeghi, Mansourehsadat, Taghipour, Ebrahim, 2012, the relation of occupational stress with maternity satisfaction and mental health in nurses of Tehran city hospitals, occupational and organizational consulting journal, p 17-41