



Relationship between Leadership Style and Personality Type in Three Levels of Nursing Managers in Iran-Esfahan Medical University Hospitals In 2015

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ABSTRACT

Proper leadership style helps proper functioning of nurses who are the most frequent experts in hospitals and improves quality of their work. One of the important factors affecting nurses' performance is the behaviors of managers toward them which is due to their personality type. The purpose of this study was to study the relationship between personality type and leadership style of nursing managers in Iran-Esfahan medical university hospitals in 2015. Present study is descriptive correlation type. The research community are 150 nursing managers of three levels, Matron, Supervisor and head nurse, from hospitals belonging to Esfahan medical university. Data collection was done by a 3-part questionnaire consisting of demographic information, McCurry and Costa 5-factor personality questionnaire and Renesis Likert questionnaire for determining leadership style. Data were analyzed using SPSS software ver. 22 in two level, descriptive and inferential. The average scores of dominant responsible personality among the first, second and third level were 36.33 ± 5.12 , 39.59 ± 5.51 and 36.50 ± 6.75 , respectively and average scores of dominant organization oriented leadership style were 12.56 ± 1.88 , 11.03 ± 4.54 and 12.30 ± 4.40 . Hospitals like other organizations require modern leadership styles instead of conventional one. Although organization-oriented leadership has been beneficial to achieve organizational objectives in short term, but in the long term it decreases productivity and job satisfaction because of lack of proper attention to the staff. Thus, applying human-oriented leadership, specially combined leadership will have much better results. Responsible personality is useful for the organization and increases productivity but it seems that in health care department in which interaction with humans is crucial, flexible or extroverted personality is more beneficial.

Keywords: leadership, personality, nursing management.

INTRODUCTION

Although need for leadership and management are explicit, relationship between leadership and management is still under debate. Psychologists tend to define management from personal behavior perspective, while management scientists focus on leader's role in forming organization's structure. Some may defines leadership as one of the manager's functions and others believe that leadership requires more complex skills and management is just one role of leader [1].

Leader is the heart of an organization, because it determines success or failure of the organization and is one of the most complex and difficult processes that social and psychological researches have ever addressed [2]. It can be said that staff do not leave organizations, but they leave managers. Studies have shown that it can be predicted from managers' behavior if staff would stay or not [3].

Leadership style points to a behavior that is chosen by the manager in order to motivate staff for achieving organization's goals and is a range from Task-oriented to relationship-oriented [4].

Studies have shown that there is a relationship between managers' leadership style and efficacy, and productivity in the organization [5]. Moreover, there is a close relationship between managers' leadership style and job satisfaction, and organizational commitment of staff [6].

All managers do not have similar methods, just like other individuals in society; they have personal differences, talents, motivations, and especial leaning and possess different insight, knowledge and value system. These differences seem to be small, although when they pass through mediating cognitive processes, change to very big differences and have different behavioral results. These differences are often due to personal differences[7].

Among various characteristics, personality can help human that know himself and others; it is an aspect of human that makes him able to predict what behavior is shown in a given situation [8].

Every manager has his special and unique personality which is a collection of characteristics and invisible behaviors that makes a stable pattern of behaviors against ideas, topics or people around. This personality has a significant effect on ideology, feelings and, relations with others. Sometimes, this personality helps subordinates follow the rules more effectively and sometimes vice versa [9].

Hospital is the important arm in providing health care services and the first referral level with defined responsibilities, so is the most important health care organization. Thus, it needs proper management system. Weakness in such a system causes financial resources waste and decreasing productivity [8]. Nursing staff have a significant role in achieving hospital's goal. Success in caring for patients and satisfying them and hospital reliability depend mostly on efficacy, competency and interest of nursing staff, so should be managed properly. This duty is on nursing manager who should have an effective personality and be competent [10].

On the other hand, leadership skills and abilities of nursing managers have been recognized as a factor for proper functions in hospital departments, inpatient and outpatient [11]. Today, nursing managers, knowing factors effective on nursing future, have key roles in simplifying and empowering nursing knowledge [12].

In fact, managers who value personnel participation with their leadership style and provide an atmosphere in which data are exchanged efficiently and decision are made in nursing staff level, can use their power and position properly and affect task coordination [13].

Any shortcomings in nursing system, will have effects on quality and quantity of health care and finally on people and society health [14]. A study in this topic seems to be essential and the purpose of this study is determining the relationship between personality type and leadership style of nursing managers of Esfahan medical university hospitals.

MATERIALS AND METHODS

This study is correlation type and subjects are nursing managers in three levels, Matron, supervisor and, head nurse in Esfahan medical university hospitals.

Using Cochran relation (15) regarding the total number of nursing managers ($n=247$), the sample size was calculated 150 nursing managers in every level.

Subjects were selected by simple random method. Inclusion criteria were: 1) being matron, supervisor or head nurse in one of Esfahan medical university hospitals, 2) oral awareness and consent for filling questionnaires. Exclusion criteria were: 1) unwillingness for cooperation, 2) incomplete responses to questions.

In this study, besides library method, questionnaire including demographic data, personality type recognition and leadership style recognition was used. Personality type questionnaire was 5-factor McCurry and Costa NEO-FFI (short form) questionnaire including 60 questions for investigating 5 domains of personality. Every domain has 12 questions with scores from 0 to 4, so the minimum and maximum score are 0 and 48 respectively. This questionnaire is the newest instrument for personality that was introduced by McCurry and Costa in 1985, naming NEO, and its revised version (the one used in this study) was introduced by them too. For recognizing leadership style, Likert questionnaire was used including 35 questions, each with 0 or 1 score, investigating organization oriented (ordering or duty oriented) and human oriented (free or relationship oriented) leadership styles. 20 questions were for evaluating organization oriented style and 15 questions were for evaluating human oriented style. These questionnaires are standard with Likert scale. For determining the position of manager in combined leadership style, the graph in figure 1 is used to show position of manager in this leadership style.

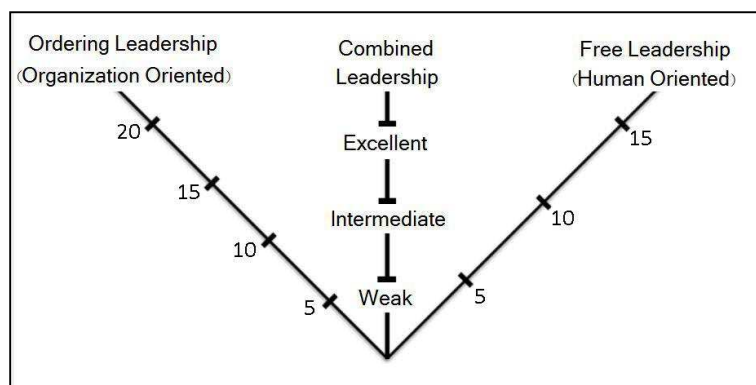


Figure 1: determining combined leadership style

Validity and reliability of standard Likert questionnaire were evaluated and confirmed by Mosadegh Rad using, respectively, expert managers' comments and Cronbach alpha more than 0.7 among 40 hospital personnel in Iran (16).

Validity and reliability of standard NEO FFI questionnaire were evaluated by Anisi et al among 630 subjects. Results showed that the short form of NEO has synchronized validity. In order to evaluate synchronized validity of subscales of NEO questionnaire, correlation with Izenc questionnaire subscale was calculated and resulted coefficients were statistically significant. Regarding reliability, using Cronbach alpha showed that this questionnaire is a proper instrument for determining personality characteristics (17).

After collecting data, analyzing, descriptive and inferential, was done. In descriptive level, mean, standard deviation, frequency and percent indices were used and in inferential level, ratio tests with error of 5% were used by SPSS ver. 22.

In this study, there were some limitations, including: 1) one matron in every hospital, which shows the essence of sampling maximum number of matrons, and 2) non-cooperation of some departments.

Before, after and during sampling, moral considerations were as follow: 1) taking permissions from authorities, 2) sampling after receiving permission from chief of every hospital, 3) getting consent from studied departments, 4) maintaining confidentiality of information, 5) giving results to hospitals upon their request, and 6) thanking participants.

RESULTS

Evaluating demographic data showed 74.7% of subjects were female, 82% were married and average number of their children were 2.89%, had MA and 19.35 years of experience on average. The average age was 42.15 years old. Evaluating personality type showed that responsible personality had the highest score which for managers in the first, second and third level were respectively, 36.33 ± 5.12 , 39.59 ± 5.51 and 36.50 ± 6.75 . Totally, 78.7% had dominant responsible personality (table 1).

Table 1: Personality type scores and frequency distribution among nursing managers

Position	Factor	Min	Max	Mean	S.D	No	Percent
Matron	Neurosis	11.00	26.00	18.56	5.50	0	0.0
	Extroversion	27.00	42.00	34.33	5.17	1	1.11
	Openness	18.00	31.00	22.22	4.58	0	0.0
	Flexibility	25.00	38.00	32.00	4.00	0	0.0
	Responsibility	31.00	43.00	36.33	5.12	8	88.9
supervisor	Neurosis	5.00	35.00	18.76	6.06	0	0.0
	Extroversion	20.00	41.00	30.84	5.84	1	2.7
	Openness	14.00	29.00	22.84	3.72	0	0.0
	Flexibility	24.00	44.00	33.05	4.67	5	13.5
	Responsibility	26.00	48.00	39.59	5.51	31	83.8
Head nurse	Neurosis	4.00	36.00	19.57	6.35	4	3.8
	Extroversion	20.00	43.00	30.91	5.55	7	6.7
	Openness	16.00	37.00	22.33	3.46	2	1.9
	Flexibility	18.00	44.00	31.55	6.03	12	11.5
	Responsibility	19.00	47.00	36.50	6.75	79	76.0

Evaluating leadership style showed that organization oriented style for managers in the first, second and third level, were 12.56 ± 1.88 , 11.03 ± 4.54 and 12.30 ± 4.40 respectively, was the dominant style. Totally, 79.3% had dominant organization oriented leadership style (table 2).

Table 2: Leadership style domains scores and frequency distribution among nursing managers

Position	Leadership style	Min	Max	Mean	S.D	No	Percent
Matron	Human oriented	6.00	11.00	8.78	1.99	0	0.0
	Organization oriented	10.00	16.00	12.56	1.88	9	100.0
	Combined	---	---	---	---	0	0.0
supervisor	Human oriented	0.00	12.00	8.08	2.77	7	18.9
	Organization oriented	0.00	20.00	11.03	4.54	25	67.6
	Combined	---	---	---	---	5	13.5
Head nurse	Human oriented	0.00	13.00	7.96	2.73	7	6.7
	Organization oriented	0.00	19.00	12.30	4.40	85	81.7
	Combined	---	---	---	---	12	11.5

There was no significant relationship between personality type and leadership style of managers (table 3).

Table 3: Frequency distribution of research units based on leadership style and personality type

Position	Leadership style Personality type	Human oriented		Organization oriented		Combined		Total	
		No	Percent	No	Percent	No	Percent	No	Percent
Matron	Neurosis	0	0.0	0	0.0	0	0.0	0	0.0
	Extroversion	0	0.0	1	1.11	0	0.0	1	1.11
	Openness	0	0.0	0	0.0	0	0.0	0	0.0
	Flexibility	0	0.0	0	0.0	0	0.0	0	0.0
	Responsibility	0	0.0	8	88.9	0	0.0	8	88.9
	sum	0	0.0	9	100.0	0	0.0	9	100.0
Supervisor	Neurosis	0	0.0	0	0.0	0	0.0	0	0.0
	Extroversion	0	0.0	1	4.0	0	0.0	1	2.7
	Openness	0	0.0	0	0.0	0	0.0	0	0.0
	Flexibility	1	14.3	4	16.0	0	0.0	5	13.5
	Responsibility	6	85.7	20	80.0	5	100.0	31	83.8
	sum	7	100.0	25	100.0	5	100.0	37	100.0
Head nurse	Neurosis	1	14.3	3	3.5	1	8.3	4	3.8
	Extroversion	0	0.0	7	8.2	0	0.0	7	6.7
	Openness	0	0.0	1	1.2	0	0.0	2	1.9
	Flexibility	2	28.6	8	9.4	2	16.7	12	11.5
	Responsibility	4	57.1	66	77.6	9	75.0	79	76.0
	sum	7	100.0	85	100.0	12	100.0	104	100.0

DISCUSSION

Results show that among nursing managers, 78.7% have responsible personality. In a work by Ali Khani [18], Adib Manesh [19] and Khanifar [7] responsibility or duty orientation was the dominant personality type. In a work by Yousefi [8] hospitals' managers had personality type A which has lots of similarities with responsible type.

Sief in a study on relationship between personality type and leadership focus on South African executive managers, introduce extroversion personality as the dominant personality type [20].

Regarding characteristics of dutiful personality type, including top conscience, competence, discipline at work, purposefulness, self-discipline, punctuality, reliability and etc. and matching this personality with A type, it can be said that results of this study is consistent with previous works. In Some studies, particularly studies done outside Iran, extraversion has been introduced as the dominant personality type. People who have this type of personality have positive attitude toward environment and their job and have better feelings about organization. The reason for this difference between Iranian and non-Iranian managers can be due to cultural, social and financial differences.

The point is that type of organization is highly effective on leadership style, so that in organizations with financial or cultural goals, extraversion type is dominant but in health care organizations, duty oriented personality type [type A] is dominant among managers.

Moreover, this study shows that dominant leadership style among three levels of nursing managers is organization oriented style [Mean: 79.3%]. Works done by Kalagary [21], Ali Khani [18], Arab [22] and Yousefi [8] have confirmed this result and show that organization oriented or duty oriented leadership style is dominant among nursing managers.

The present study and other studies mentioned above show that managers in studied organizations, particularly health care organizations, use duty oriented leadership style. This style although is effective in short term but can cause decreasing productivity and personnel non-satisfaction in long term due to ignoring them in decision making and managing tasks.

One point in results of this study is the high percentage of human oriented [18.9%] and combined [13.5%] leadership style among supervisors which can be seen with lower percentage among head nurses. The reason may be differences in responsibilities of every level of management. For example, matron, due to complete responsibility for nursing services and direct responsiveness to higher authorities, essentially uses duty oriented leadership style. Furthermore, head nurse, because of direct inclusion in executive and clinical tasks, uses this style more frequently but supervisor has better situation for using human oriented or combined style, because of not getting involved in clinical tasks and having defined responsibilities. However, finding real causes needs more evaluation.

Regarding no significant relationship was found between leadership style and personality type, more research and elimination of interrupting variables like lack of resources and lack of knowledge about management, lack of communication skills and organizational policies seem to be essential.

Studies have shown that there is a direct relationship between managers` leadership style and job satisfaction, capability and productivity. Studies also show that there is a significant shortage of nursing leaders besides lack of nursing personnel [23].

Although responsible personality has been useful for the organization and causes increasing productivity and achieving goals, considering that nurses have significant role in health care and human interaction has a direct effect on organization`s goals, personality types that pay more attention to people around, like extraversion or flexible, can have better effect on professional interactions, increasing job satisfaction and productivity. Since most of the subjects had more than 20 years of experience and MA, need for attention to higher academic level for managers for changing their attitude and insight seems to be essential.

Considering all above, hospitals like other organizations, need modern leadership styles instead of traditional ones[24]. Moreover, regarding fast improvement of technology and communications and increasing demands in health care systems, managers should keep pace with these changes and do their job using modern sciences and special attention to personnel in order to improve quality of service provision and increasing personnel job satisfaction and finally organizational success.

CONCLUSION

Although in this study no relation between leadership style and personality type in nursing managers was found, existing dominant organization oriented leadership style deserves attention, because in nursing career, inter human relations are very important and if nurses are not understood by managers, their productivity and job satisfaction will be affected significantly. Although responsible personality is useful and crucial for the organization, but it will cause boredom and personnel dissatisfaction due to human relations ignorance and inflexibility in tasks and decisions. This issues cause harm to patients in long term. Thus, special attention to human relations and selecting flexible managers and using human oriented or combined seem to be essential.

Based on results it can be said:

1. Dominant personality type in all levels of nursing management including Matron, supervisor and head nurse is responsible.
2. Dominant leadership style in all nursing mangers levels is organization oriented.
3. There is no significant relationship between personality type and leadership style of nursing managers.

Also, based on findings, it is recommended that:

1. Nurses be more trained academically in order to increase managerial skills and knowledge.
2. Management training courses be held with modern leadership style approach for nursing managers and before assigning to new position.
3. Organization oriented leadership style be changed to human oriented, particularly combined leadership style in hospitals.
4. Need to change in leadership style and pattern of assigning personnel for managerial positions seems to be essential.
5. Conducting a research after educating managers for studying effects of educations in changing managers` style and method.

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