

Relationship between transformational leadership and empowerment of staff, organizational support and their perceived performance in a hospital

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ABSTRACT

Concerning organizational complexity of hospitals and application of different specialties and skills, it is necessary that staff apply their abilities as best as possible. The main aim of the present research is to study the relationship between transformational leadership and empowerment of staff, organizational support and staff perceived performance in hospitals affiliated to Isfahan Medical Science University. Statistical population is all staff (except doctors) of hospitals selected by cluster sampling and 322 persons were selected based on Morgan table. A questionnaire was used to conduct the study and its content validity and reliability were confirmed. Inferential statistic methods such as Pearson correlation coefficient, t test and multivariate regression analysis were used to analyze data. The result of Kolmogorov-Smirnov test (p) for variables of transformational leadership, empowerments of staff, organizational support and staff perceived performance was 0.102, 0.069, 0.142 and 0.123 respectively. Correlation coefficient (r) for the relationship between transformational leadership and empowerment of staff, between transformational leadership and organizational support and between transformational leadership and staff perceived performance was 0.704, 0.812 and 0.716 respectively. In addition, the amounts of t for the relationship between transformational leadership and gender, type of activity, age, education, experience and work place of staff were 0.057, 0.058, 0.062, 0.336, 0.071 and 0.062 respectively. Transformational leadership has a direct and significant relationship with empowerment of staff, organizational support and staff's perceived performance. Therefore, it is suggested that authorities use inspirable motivation, mental motive, personal attention and charismatic leadership to promote quality and quantity of their organization.

KEY WORDS: TRANSFORMATIONAL LEADERSHIP, EMPOWERMENT OF STAFF, ORGANIZATIONAL SUPPORT AND STAFF PERCEIVED PERFORMANCE

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INTRODUCTION

The organization is the mutual relationship between people and organizational structure shows this mutual relationship (Parizi and Gohar, 2008). Importance of human sources in organizations is higher than modern technology and financial sources (Teimournejad and Sarihi 2010). Due to sources such as globalization and technology, the speed and complexity of changes are increasing such that organizations have to learn many things for their survival (Markwad 2009). In modern age, organizations face increasingly with dynamic and variable environments. Therefore, they have to adapt with environmental changes for their dynamics and survival. In other words, concerning increasing speed of scientific, technological, socio-cultural changes in modern age, organizations are successful and efficient when in addition to adaptation with modern society, they can predict the trend of changes and they are able to lead such changes in direction of providing optimal changes for a better future (Jafari and Rastegar 2015). Leadership is an inseparable part of management and it plays a main role in operations of manager. If there is only one factor that can distinguish successful organizations from unsuccessful ones, that factor would be dynamic and effective leadership. Therefore, it is necessary to have an eligible leadership with dynamic situation of organizations. Since leaders of the company develop objective systematic solutions for settling conflicts, transformational leaders try to promote and expand freedom space, movement and sacrifice. Therefore, they support empowerment and promotion of sense of commitment. Transformational leaders increase the sense of trust and recognition among their subordinates, teams and organizations. They allow the courage for overcoming the obstacles and having internal commitment to their jobs. Instead of request of subordinates who are dependent on them, the leaders increase human sources inside the organization by providing creative staff who participates in the organization. They inform their followers via a scientific method through responding their requirements and expectations and allowing them to show their abilities (Sahin et al 2014). Several researches addressed appropriate results of transformational leadership and its relationship with the variables under study. Some of them are summarized as follows.

Dust et al (2014) studied in their research (titled as transformational leadership, psychological empowerment and the mediatory role of organic-mechanic fields the relationship between transformational leadership and empowerment of staff. Torombola et al (2016) studied in their research the relationship between transformational leadership, organizational support and staff perceived performance. Recently, Alhosseini and

Elbeltagi (2016) have analyzed the relationship between transformational leadership and staff perceived performance. Some results similar to the present research were obtained. On the other hand, Sahin et al (2014) studied the effect of organizational support, transformational leadership, staff empowerment, employment, performance and demographic variables on factors of psychological capital and concluded that factors of personal attention and mental motive increased organizational support, (Dust et al (2014). Kark et al (2012) concluded that there is a relationship between gender and transformational leadership. In present research, the relationship between transformational leadership and empowerment of staff, organizational support, staff's perceived performance and related variables has been studied in order to emphasize on the importance of application of such approach in health care organizations.

METHODOLOGY

This is an applied research concerning the goal and it was conducted by correlative method. Statistical population is all therapeutic and non-therapeutic staff (expect doctors) in hospitals selected by Isfahan medical science university and they are nurses, licensed practical nurse, nurse's aide, service sources, official and financial staff, staff of quality improvement offices and staff of Paraclinic departments and supportive staff. The research was conducted in hospitals of Amirmomenin (Shahr Reza), Shahid Rajaei (Faridan), Saei Et Ashrafi (Khomeini Shahr), Shahid Beheshti (Ardestan) and Isa Ibn Maryam (Isfahan) that were chosen by cluster sampling. The sample size was 322 persons in this research who were selected based on Morgan table and among a number of people. Data were gathered by the questionnaire conducted via the researcher and it shows the amount of adaptation of the questionnaire with research goals and measures content validity of the research. The questionnaire was sent to some of professors and experts of healthcare service management and they were not included in the statistical population. The final questionnaire was given to participants after some corrections done by experts, supervisors and advisors. Nevertheless, reliability of all four components of the questionnaire has been calculated. The amount of Cronbach's alpha obtained for reliability of questionnaires of organizational support (10), transformational leadership (11), staff empowerment (12) and perceived performance (13) was 0.76, 0.89, 0.83 and 0.85 respectively. The questionnaire included two parts. The first part was demographic information such as age, gender, education, work experience and work place. The second part includes the main questions about the relationship between transformational leadership and staff

empowerment, organizational support and perceived performance. It includes 55 closed items: 8 items associated with organizational support, 20 items associated with transformational leadership, 12 items associated with staff empowerment and 15 items associated with staff perceived performance. Likert scale was used based on ordinal scale which was changed into interval scale. Items were based on Likert's five point scale: the choice "always" had the lowest score (1), "sometimes" had the score 2, "often" had the score 3, "rarely" had the score 4 and "never" had the highest score (5).

In the present research, 322 persons were chosen among 2000 people based on Morgan table. Cluster sampling was used meaning that the regions under coverage of Isfahan medical science university were divided into five regions (north, south, east, west and center) and the number of participants in each hospital was determined for therapeutic and non-therapeutic work groups based on number of personnel in each hospital. The samples were chosen randomly inside the hospitals. Inclusion criterion was working in the hospitals under study and they entered the research after taking permission and consideration of principles of confidentiality. Descriptive (frequency, mean, variance and standard deviation) and inferential (Kolmogorov-Smirnov, Pearson correlation and linear regression) statistics were used to analyze data and SPSS version 17 was applied for data analysis.

RESULTS

Concerning research results, 72.2% of participants were women, 43.7% of participants were younger than 30 years old and curve of age distribution showed strong skewedness to young people. 73% of respondents had B.S degree, 54.7% of respondents had less than ten year work experience, 28.3% of participants were working in Isa Ibn Maryam hospital and 51.9% of respondents had therapeutic activities (table 1).

Based on results of the research about the relationship between transformational leadership and empowerment of staff, organizational support and staff perceived performance in hospitals affiliated to Isfahan medical science university, the highest mean scores were obtained for organizational support (3.08) and the lowest mean score was obtained for perceived performance (1.44). In addition, the highest standard deviation was obtained for transformational leadership (0.843) and the lowest standard deviation was obtained for staff performance (0.475) (table 2).

Based on obtained data, k-s-z statistic was not significant for all variables in $p \leq 0.05$ so distribution of variables was not normal.

Transformational leadership has the highest correlation with organizational support. If transformational

Frequency of variables		Observed frequency	Observed percent
Gender	Man	88	27.3
	Woman	234	72.2
Total	322		100
Age	Younger than 30	141	43.8
	31-40 years old	129	40.1
	41-50 years old	44	13.7
	Older than 50	8	2.5
Total			100
Education	Under diploma & diploma	39	12.1
	Associate degree	37	11.5
	Bachelor of science	235	73.0
	Master of science and PhD	11	3.4
Total	322		100
Work experience	Under ten years	176	54.7
	10-20 years	119	37.0
	Over 20 years	27	8.4
Total	322		100
Name of hospital	Amiralmomenin	64	19.9
	Shahid Rajaei	43	13.4
	Saei & Ashrafi	89	27.6
	Shahid Beheshti	35	10.9
	Isa Ibn Maryam	91	28.3
total	322		100
Type of activity	Therapeutic	167	51.9
	Non-therapeutic	155	48.1
Total	322		100

leadership changes one unit, organizational support will change 0.812 units. Such hypothesis will be possible if other variables are constant. Transformational leadership had the lowest correlation with staff empowerment. If transformational leadership changes one unit, staff

Variables	Mean	Standard deviation	Variance
Transformational leadership	2.71	0.843	0.711
Staff empowerment	2.04	0.565	0.319
Organizational support	3.08	0.571	0.326
Performance perceived by staff	1.44	0.475	0.226

Table 3: comparing score distribution of variables with normal distribution from view of respondents

Variables	Kolmogorov-Smirnov statistic	Significance level
Transformational leadership	1.220	0.102
Staff empowerment	1.299	0.069
Organizational support	1.437	0.142
Performance perceived by staff	1.137	0.123

empowerment will change 0.704 units. Such hypothesis will be possible if other variables are constant (table 4).

Based on independent t test and significance level, there is no significant difference between opinions of different genders with different activities about transformational leadership (Sig. > 0.05). In other words, independent t test showed that views of men and women and also therapeutic and non-therapeutic groups were not significantly different (table 5).

Based on one way variance analysis and significance level, there is no significant difference between opinions of groups with different age, education, work experience and work place about transformational leadership (Sig. > 0.05). In other words, one way variance analysis showed that views of groups with different age, education, work experience and place were not significantly different (table 6).

DISCUSSION

Concerning the results of the research, all hypotheses (direct relationship between transformational leadership and empowerment of staff, organizational support and performance perceived by staff) were confirmed but the relationship between transformational leadership and

Table 5: mean opinions about transformational leadership in terms of gender and type of activity

Variable	t statistic	Significance level
Gender	2.391	0.057
Type of activity	1.690	0.058

Table 6: mean opinions about transformational leadership in terms of age, education, work experience and type of hospital

Variable	F statistic	Significance level
Age	1.575	0.062
Education	1.133	0.336
Work experience	1.755	0.071
Type of hospital	1.531	0.062

demographic factors was rejected. Then, research results were compared with similar researches. Regarding the first hypothesis—the relationship between transformational leadership and staff empowerment, Hasanpour et al (2011) studied the relationship between transformational leadership and empowerment and concluded that transformational relationship was effective on staff empowerment and it had a significant relationship with sense of qualification, right of choosing, sense of being effective, sense of being meaningful and trust in others. Dast et al (2014) have studied the mediatory role of organic-mechanic fields in the relationship between transformational leadership and psychological empowerment.

Sosik et al (2015) studied the direct effect of transformational leadership on staff empowerment and Allameh et al (2102) investigated the relationship between transformational leadership and physical empowerment of teachers in Abadeh city which was in agreement with our research. Results showed that such relationship has been proved in different environments (bank, school,

Table 4: result of t test of the relationship between transformational leadership and empowerment of staff, organizational support and staff perceived performance

Variable	Model	T	Standard coefficient	Non-standard coefficients		Significance level
			Beta	Standard error	B	
Organizational support	Constant	23.188	0.812	0.093	2.162	0.001
	Transformational leadership	10.329		0.033	0.339	0.001
Staff empowerment	Constant	14.688	0.704	0.101	1.489	0.001
	Transformational leadership	5.699		0.036	0.203	0.001
Perceived performance	Constant	13.121	0.716	0.088	1.153	0.001
	Transformational leadership	3.470		0.031	0.107	0.001

hospital, etc) with different sample sizes. None of results of abovementioned researches were against the results of the present research. Regarding the second hypothesis “the relationship between transformational leadership and organizational support”.

Yi Lin et al (2015) recently have studied the effect of transformational leadership in nursing on work quality of nurses in Taiwan. Similarly Epitropaki and Martin (2013) reported on transformational leadership and its increasing influence whereas Tremblay et al (2016) studied experiences of misused and transformational leadership. Both of them obtained results similar to the present research about the relationship between transformational leadership and organizational support. Sahin et al (2015) also investigated the effect of organizational support, transformational leadership, staff empowerment, employment, demographic variables and performance on factors of psychological capital and concluded that factors of personal attention and mental motive increased organizational support. It means that among four factors of transformational leadership, only two factors are involved in increase of organizational support so they are not in agreement with results of the present research. It seems that the research of Sahin et al is not in agreement with results of the present research due to equal number of men and women who participated in the research, the research setting (public and private organizations), education of samples (10%) and research place (Turkey) (results of above factors in present research: 73% women, 27% men, 12% university degrees, the research was conducted in hospitals of Isfahan). Regarding the third hypothesis “the relationship between transformational leadership and staff perceived performance”, Mosadeh et al (2016) and Pourbarkhordari et al (2016) recently have stated that there is effect of transformational leadership on job performance, and all above mentioned results are in agreement with the results of the present research about the relationship between transformational leadership and staff perceived performance. In their research titled as missing link, Bohem et al (2015) described the power of organizational personality and variable leadership climate as a mechanisms that links top managerial charisma to company performance and stated that there was no significant relationship between transformational leadership and performance, which is not in agreement with the findings of the present work.

It seems that this gap is due to variable leadership climate. Also, the place of research (Germany), the process of samples' selection and their participation in the study may be among factors that cause such gap (among 20639 people who were invited to the research via e-mail, 282 persons were participated in the research). Regarding the fourth hypothesis “the relationship between transforma-

tional leadership and demographic factors of staff”, in their research titled as is giving value to femininity an advantage for women?: the relationship between role of gender, transformational leadership and identification, Kark et al (2012) concluded that there was a relationship between gender and transformational leadership. In their research titled as transformational leadership in teams, Brandt and Edinger (2015) have proved the effect of gender and personality of team leader and the relationship between transformational leadership and gender of leader. Therefore, concerning the research I have done on the relationship between transformational leadership and gender of staff, I cannot give a clear opinion about it. Astraskayt et al (2015) have analyzed the relationship between annoyance in work place and transformational leadership. In his research titled as promotion of security in organization: role of leadership and managerial measures.

Concerning different opinions that are not in agreement with results of this research, it can be said that Astraskayt et al (2015) have focused on negative aspects of work place and Matson stated generally about leadership style. Since no study was found about the relationship between transformational leadership and age, work experience and education of staff, obtained results cannot be compared with results of similar researches. Concerning abovementioned and results of this research and effect of transformational leadership on organizational support, staff empowerment, staff perceived performance and demographic factors, it seems that hospital managers should take measures for using factors of transformational leadership such as paying attention to staff personally, using motivational methods such as inspiring motivation and formulating a vision inspired from future, stimulating staff mentally and creating doubt on thoughts governing on organization and charismatic influence in their organization. Therefore, staff can use their ability and capacity as best as possible.

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