

A Study of Leadership Styles as perceived by subordinates of leaders of Government General Hospital, Chittoor District, A.P.

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Abstract: *Leadership is affected by many variables and involves with several skills like technical, human, conceptual, designing, creative, communicative and decision making. Twentieth century has witnessed several theories on leadership which is a complex concept having a bearing on motivation, morale, organizational climate, human relations, and communication. The ability to influence people in a group is indispensable in organizations. In the present study an attempt is made to analyze the leadership styles in Government General Hospital*

Keywords: Authoritarian, Participative, Bureaucratic, Task-orientation and Nurturant leadership styles

Introduction

The effectiveness of an organization is attributed to leadership styles of employees. This is due to the fact that leadership style affects the individuals and groups from the view point of motivation levels. In essence, leader has to play a pivotal role in accommodating himself with the subordinates through an appropriate style in a given context and to meet the personal, physical and other requirements of the subordinates so as to enable them to find satisfaction in their work. Nevertheless, the leadership styles vary very widely with the levels of the employees in an organization and also with the pattern of organization like Government General Hospital. As a result the leadership effectiveness changes with the changing conditions like individuals characteristics, hierarchical levels, organization patterns and organizations variables. Hence, the leadership styles affect the organizations variable and vice-versa. The perception of leadership style, however, varies when judged by leader himself and judges by his subordinates.

Leadership Concept

The theory and practice of leadership are associated with many a field of knowledge like economics, sociology, anthropology, psychology, political science, public administration, ethics and so on. It is closely related to different management and organizational behavior subjects like motivation, communication, personality, group dynamics, team building and organizational development. The concept and practice of leadership underwent many changes in recent times, especially in the last 20th century during the two world wars.

Till recently the leadership thinking was confined to the senior executives specifically in business organizations. But the present view is quiet different, as it is realized that the

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organizations need leaders at all levels. Leadership, not being a single phenomenon is affected by many variables and involves with several skills like technical, human, conceptual, designing, creative, communicative and decision making. Twentieth century has witnessed several theories on leadership which is a complex concept having a bearing on motivation, morale, organizational climate, human relations, and communication. The ability to influence people in a group is indispensable in organizations.

Statement of the Problem

Leadership is the crucial issue in all organizations, as every manager has to deal with this aspect in order to succeed in the organizational mission. Though there are many independent theories on leadership, no single theory is relevant to all the situations. Thus, the search for understanding new dimensions of leadership has been continuing. Normally the success and failure of organizations have been attributed to the effectiveness of leaders in organizational setting. As such the topic of leadership welcomes the research studies without limitations so as to add a new dimension to leadership theory and practice.

This is due to the fact that each organization has its own personality. That is, organizations vary widely both structurally and functionally. As such, the specific findings of one research in a particular area and in a particular organization may not be totally relevant to other organizations. Hence, there is a need for the investigation of the problem like Leadership. The present empirical research study of Government General Hospital (G.G.H.) addresses to this issue.

Objectives of the Study

To study the leadership styles as perceived by subordinates of leaders in Government General Hospital in relationship with Socio Economic and Organization Position variables.

Hypotheses

Keeping in view of the objectives of the study the following Hypotheses were formulated in order to test them in the light of interpolation and inferences drawn from the data.

1. There is no significant inter relationship among the Socio Economic and Organization Position variables of employees in Government General Hospital.
2. There is no significant relationship between Socio Economic and Organization Position variables and leadership styles of employees in Government General Hospital.
3. There is no significant relationship among leadership styles of employees in Government General Hospital.

Methodology

The study is mainly based on primary data. The primary data are collected from the employees of service organizations in Government General Hospital in Chittoor district, A.P., by making personal visits through a schedule prepared for this purpose. The variables undertaken for the study are Socio-economic organization position (SEOP) variables viz., age, designation, length of service, educational qualifications economic background, social economic background and family profession. The leadership styles were measured in two ways i.e., as judged by leader himself (leader's self-perception) and as judged by his immediate subordinates (subordinate's perception on superior style). For the analysis of leadership styles of doctor, managers, and assistant officers level employees, leader's self perception was used and whereas in analyzing for

assistant officers and clerical staff level employees, subordinate's perception on superior styles was used. Five leadership styles as judged by leader himself and as judged by his subordinate's viz., Authoritarian, Participative, Bureaucratic, Task-orientation and Nurturant leadership styles were taken for the study.

Sampling

The census method has been used for the study. At the first stage, select organizations in Government General Hospital Head quarter in Chittoor, have been taken for the study. In all the Government General Hospital head quarter, there are 300 employees among which 34 per cent (103) in three layers, consisting of 56 doctors, 27 assistant officers and 20 clerical staff. In Government General Hospital the universe of the study was 103 people belonging to three functional levels of employees, viz., Higher, Middle and Low level. In order to facilitate our analysis, the middle level employees are taken as a common factor. This has been considered desirable due to the fact that the middle level personnel form the linking pin between the higher and the lower levels. Notably, a middle level employee plays a senior as well as the subordinate in his role-set.

Analysis of Leadership Styles

This research paper presents the subordinates perception about their leaders leadership style and the relationship between leadership styles and subordinates perception of higher and middle level organizations employees in Government General Hospital. Statistically Pearson product moment co-efficient of correlation is applied. The correlations among selected socio-economic organization position variables were computed. Following this, the correlations of SEOP variables with leadership styles of subordinates perception were computed. In addition, correlations were computed among five leadership styles viz., F, P, B, T and N.

In this research the presentation and discussion of the data pertains to the following:

1. Inter-correlation among SEOP variables of Government General Hospital employees at different levels.
2. Inter-correlation between SEOP variables and subordinates perception of Leadership styles of leaders of Government General Hospital.
3. Inter-correlation of leadership styles as perceived by subordinates of leaders of Government General Hospital.

Subordinate's Perception on Superior Styles

The leadership styles perceived by subordinates and the relationship between leadership styles of middle and junior level in Government General Hospital and Indo National Limited employees.

Government General Hospital

For the inter-correlation, the degree of freedom (d.f.) is $N-2$. In Government General Hospital middle and Junior levels stood at 47, where $N=47$, the $d.f.=47-2=45$. For 45 df the entries at 0.01 and 0.05 by linear interpolation are 0.345 and 0.266 respectively (for three decimals). The correlation values with two stars are significant at 0.01 level and with one star at 0.05 level

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SEOP Variables of Middle and Junior Level Government General Hospital Employees

Table 1: Inter-Correlation among SEOP Variables of Government General Hospital Employees, N=47

Sl. No	SEOP Variables	Level	Age	Experience	Educational Qualifications	Economic Back-ground	Social Back-ground	Father Profession
1	Level	--	0.612**	0.573**	0.101	0.015	0.113	0.104
2	Age	--	--	0.745**	-0.004	-0.010	0.120	0.484**
3	Experience	--	--	--	0.051	0.024	0.100	0.476**
4	Educational Qualifications	--	--	--	--	-0.119	0.014	0.026
5	Economic Background	--	--	--	--	--	-0.121	-0.112
6	Social Background	--	--	--	--	--	--	0.018
7	Father profession	--	--	--	--	--	--	--

Source: Compiled from field survey

Table 1 presents the inter-correlations between socio-economic organization position (SEOP) variables viz., level, age, experience, educational qualifications, economic background, social background, and family profession for the group of middle and junior level Government General Hospital employees.

The first variable 'level' was significantly and positively correlated with 'age' ($r=0.612$, $P<0.01$) signifying that the persons who are at the higher level are in higher age group 'level' was also significantly and positively correlated with 'experience' ($r=0.573$, $P<0.01$) signifying that if the level of the person goes up automatically of experience of the person increases.

The second variable 'age' was significantly, positively and highly correlated with 'experience' ($r=0.745$, $P<0.01$) indicating that higher the age, greater the experience. 'Age' was also significantly and positively correlated with 'family profession' ($r=0.484$, $P<0.01$) indicating that the number of persons received family profession increases with the increase of age.

Similarly 'experience' was also significantly and positively correlated with 'family profession' ($r=0.476$, $P<0.01$) indicating that the higher the experience, higher than family profession.

None of the other SEOP variables however, were not found to be significantly inter-correlated. They are rather, independent of each other.

Hence, the null hypothesis of "there is no significant inter relationship among the socio-economic and organizational position variables of employees in Government General Hospital" is rejected in the case of level Vs age, level Vs experience, age Vs experience, age Vs family profession, experience Vs family profession and is accepted in all other cases.

SEOP Variables and Leadership Styles Of Middle and Junior Level Government General Hospital Employees

Table 2: Inter-Correlation between SEOP Variables and Leadership Styles of Government General Hospital Employees, N=47

Sl. No	SEOP Variables	Leadership styles				
		Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
1	Level	0.124	0.354**	0.25	0.465	-0.019
2	Age	-0.044	0.135	0.092	-0.139	0.289*
3	Experience	0.009	-0.139	0.041	0.151	0.062
4	Educational Qualifications	-0.148	0.060	0.251*	-0.010	0.112
5	Economic Background	0.012	0.119	-0.081	0.241*	-0.114
6	Social Background	0.121	-0.030	-0.111	0.025	0.018
7	Father profession	-0.008	0.124	0.091	-0.013	0.151

Source: Compiled from field survey

Table 2 presents the inter-correlations between Socio-economic organization position (SEOP) variables and five leadership styles of middle level and junior level Government General Hospital employees.

The correlation between ‘level’ and ‘participative’ style of leadership was found to be significantly positively ($r=0.354$, $p<0.05$) indicating that ‘participative’ style increase with the increase of level.

‘Age’ was significantly and positively correlated with ‘nurturant’ style of leadership ($r=0.289$, $p<0.05$) indicating that the nurturant style increase with the increase of age.

‘Educational qualifications’ was significantly and positively correlated with ‘bureaucratic’ style ($r=0.321$, $p<0.05$) indicating that bureaucratic style increases with the increase of educational qualifications persons.

‘Economic background’ was significantly and positively correlated with ‘task-orientation’ style ($r=0.241$, $p<0.05$) indicating that the task-orientation style increases with the increase of economic background.

None of the other SEOP variables, however, were not found to be significantly correlated with leadership styles.

Hence, the null hypothesis of “there is no significant relationship between socio-economic and organisational position variables and leadership styles of employees in Government General Hospital as perceived by subordinates” is rejected in the case of level Vs participative, age Vs nurturant, educational qualifications Vs bureaucratic and economic background Vs task-orientation styles and is accepted in all other cases.

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Leadership Styles of Middle and Junior Level Government General Hospital Employees

Table 3: Inter-Correlation among Leadership Styles Of Middle and Junior Level Government General Hospital Employees N=47

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian	----	0.119	- 0.215	0.754**	0.211
Participative		----	-0.152	-0.241	0.681**
Bureaucratic			----	0.012	-0.119
Task-orientation				----	0.811**
Nurturant					----

Source: Compiled from field survey.

Table 3 presents the inter-correlations among leadership styles of middle and junior level Government General Hospital employees.

The ‘authoritarian’ style was correlated with ‘task-orientation’ style significantly and positively ($r=0.754$, $p<0.01$) indicating that task-orientation style increases with the increase of authoritarian style.

The ‘participative’ style was correlated with ‘nurturant’ style significantly and positively ($r=0.681$, $p<0.01$) indicating that nurturant styles increases with the increase of participative style.

The ‘task-orientation’ style was correlated with ‘nurturant’ style significantly and positively ($r=0.811$, $p<0.01$) indicating that nurturant style increases with the increase of task-orientation style.

Hence, the null hypothesis of “there is no significant relationship among leadership styles of employees in Government General Hospital as perceived by subordinates” is rejected in the case of authoritarian Vs task-orientation, participative Vs nurturant, and task-orientation Vs nurturant styles and is accepted in all other cases.

Findings

The following are the major findings of subordinate’s perception on superior style

1. A significant inter relationship between SEOP variables of middle and junior level employees in Government General Hospital is found in the case of level Vs age, level Vs experience age Vs experience, age Vs family profession and experience Vs family problems and no significant inter relationship is found among other SEOP variables.
2. A significant relationship between SEOP variables and leadership styles of Government General Hospital employees is found in the case of level Vs participative, age Vs nurturant, educational qualifications Vs bureaucratic, economic background Vs task-orientation, styles and no significant relationship is found between other SEOP variables and leadership styles.
3. A significant inter relationship among leadership styles of Government General Hospital middle and junior level employees is found in the case of authoritarian Vs task-orientation, participative Vs nurturant, task-orientation Vs nurturant styles and no significant inter relationship is found among other leadership styles.

Conclusions

The analysis of subordinates perception in Government General Hospital on superior styles reveals that at officers level the dominant style is 'nurturant', followed by 'task-orientation', 'bureaucratic', 'participative' and 'authoritarian' styles (according to scores of Leadership Subordinate Perception).

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