

LEADERSHIP APPROACHES IN HEALTH ORGANIZATIONS

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Abstract: *The management of human resources in the field of health deals with aspects such as: planning, development, performance, retention, information and research. In recent years, raising awareness of the essential role of human resources in health in enhancing health system performance and improving outcomes in the health of the population has included health personnel as a priority on the global agenda. An essential element for professional environments that provide high quality services, where nurses can provide top-level healthcare is leadership.*

Keywords: *leadership, management, human resources, public health strategic planning.*

1. INTRODUCTION

Learning from case studies is not enough, it is necessary to use your own experience, as self-awareness and emotional intelligence come with it. The most effective leaders evaluate their accumulated experiences to learn more about their own emotions, as well as trends and prejudices about leadership.

The intrinsic capacity to be a leader can not be taught, but it can only develop naturally over time. A manager can be very good when he has to supervise a certain activity and a small workforce, a situation he is happy with. If that manager does not aspire to a greater responsibility but is still promoted, it is possible to climb to the new top position.

2. LEADER VS MANAGER

When a person is intrinsically motivated to become a leader, his or her path to success is much clearer. This person is more malleable and motivated. This fact is transferred to the rest of the organization, another important criterion for leaders being emotional intelligence, that is the ability to accurately perceive their own and others' emotions, to understand the signals that emotions convey about interpersonal relationships and to manage their own emotions. and others. Emotional intelligence does not necessarily include personal qualities. Thus, the emotional intelligence or optimism or self-confidence is not always found in emotional intelligence. The constant

evolution of technology, the need to adhere to ever-changing regulations and policies, and the growing presence of millennials within staff, are changing the requirements of leaders. The pace of change in all industries requires managers to make quick decisions and facilitate the creation of environments where innovation evolves. Even if they do not specialize in innovation, managers need to be able to build relationships and collaborate.

People, who have top leadership functions need to be agile, flexible, malleable, and customer-centered, need to know how to use their new technology tools. In today's environment, with access to large-scale database systems, there is an important level of analytical knowledge whose use can predict and prevent possible errors. This active information is used to improve the decision-making process. However, some sets of skills are critical for strong leadership. Managers need to have a strategic mentality, a strong financial vision, and inspire their subordinates.

According to the researcher Marian Nastase, a manager is not necessarily a leader, which is to be met in practice. Position and influence in the organization are the manager's own, which has a formal place in the hierarchy, instead the leader is recommended by his own qualities and relationships, with the

employees, through which he gains their support and sympathy. Nastase considered that "leadership is the process through which a person, a leader, determines, through the use of interpersonal relationships, one or more persons to act in order to achieve well-established goals, based on a strong and attractive vision" [10].

3. LEADERSHIP STYLES

In the opinion of Al-Mahayreh, Mahmoud Kilani and Abdullah Harahsheh, a leadership style is the method used by a leader to provide directions, implement plans, and motivate people [1]. Several leadership styles have been identified, inspired by the work of leaders in the political, business or other fields. Studies on leadership styles in military organizations have expressed an approach that highlighted a holistic vision of leadership, including how the physical presence of a leader determines how to perceive it.

Studies conducted at the level of the US Army's leadership in 2006 highlighted that physical presence factors in this context include military behavior, physical fitness, confidence and resilience. These studies have shown that, through its intellectual capacity, the leader helps to conceptualize solutions and acquire knowledge in order to accomplish tasks. The conceptual abilities of a leader are

based on his agility, judgment and innovation, as well as interpersonal tact and knowledge of the field, including tactical and technical knowledge, together with cultural and geopolitical consciousness [18].

Researcher Daniel Goleman talks about six leadership styles. Thus, Goleman believes that one can speak of the following leadership styles: authoritarian, paternalistic, democratic, Laissez-faire, transactional and transformational.

The authoritative leadership style emphasizes, in particular, the distinction between authoritarian leaders and their followers. This kind of leader only has to create a distinct professional relationship, considering direct supervision as fundamental in maintaining a successful environment and followership. Authoritarian leadership styles follow the leaders' vision and are not necessarily compatible with those of the leaders.

Authoritarian leaders focus on efficiency, perhaps seeing other styles, such as a democratic style, as an obstacle to progress. In the year 2016, Robert Chira mentioned in his study the characteristics of the authoritarian leadership style, which include setting goals individually, engaging in unidirectional communication downward, controlling discussion with followers and interacting in a dominant position [4].

Several studies have confirmed the existence of a relationship

between bullying and authoritarian leadership styles. Thus, the presence of an autocratic way was found to solve the conflicts or to deal with the disagreements. Researchers Salin and Helge argued in 2010 that an authoritative leadership style can induce a climate of fear, leaving little or no space for dialogue, where subordinates may consider the claim to be useless [12]. Thus, Forsyth noted that authoritarian leadership styles sometimes associated with low team members' satisfaction with more democratic leadership styles [6].

The paternalist leadership style is characterized by the leader's action, as a parent figure, who cares for his subordinates as a parent, and receives total trust and loyalty from them. The relationship between the leader and the subordinates is extremely solid, which is why they remain in the organization for a longer period of time because of loyalty and trust. Researchers Erben, Guneser, Gul and Ayse highlighted in 2008 that this relationship is maintained outside of the organization, and these people are addressing each other, with any problems they have with something, because they think they will be really help [5].

In the view of Cheng, Chou, Wu, Huang, and Farh, the paternalist leadership style is practiced in most places, such as India, Southeast

Asia, the Middle East and Africa. The paternalist leadership style is quite efficient and successful in non-Western cultures that are collectivist in nature, because in these societies, subordinates look at their leader as a parent figure and rely on it for guidance and protection. This leadership style is practiced in emerging economies [3].

The democratic leadership style, according to Foster, is that the leader shares the decision-making skills with team members by promoting the interests of group members and by practicing social equality. In the democratic leadership style, all members should play a role in group decision making [7]. However, Woods argued that democratic leadership requires leadership and control by a particular leader. It has to make decisions about who is to be summoned in the group and who has the right to participate, execute and vote on decisions [15].

Martindale has found that this style of leadership is one of the most effective, creating higher productivity, better contributions from group members, and increasing morale of the group [9]. Democratic leadership style can lead to better ideas and more creative solutions, as group members are encouraged to share their thoughts and ideas, but it has some potential disadvantages.

In situations where roles are unclear or time is essential,

democratic leadership style can lead to incomplete communication and incomplete projects. Democratic leadership is best applied in situations where group members are skilled and willing to share their knowledge. It is important that enough time is available to allow people to contribute, develop a plan, and then cast the most effective way in which to act.

Leadership style Laissez-faire is defined by Kevin Wren as the style in which all rights and decision-making power are fully given to followers, allowing the adepts to self-regulate in their work, with guidance and support from the leader, when they need it [16]. Leader Laissez-faire offers followers all the necessary materials to reach their goals but does not participate directly in decision-making, unless the followers ask for their assistance.

This style is effective when the followers are highly skilled, experienced and educated, leaders are proud of their work and the effort to do so successfully on their own. Leadership style Laissez-faire should not be used when the leader can not or will not provide periodic feedback to followers. Forsyth believes that this style of leadership has been associated with lower productivity than in autocratic and democratic leadership styles, the satisfaction of group members being inferior to

democratic leadership. Bono and Judge researchers have suggested that the Laissez-faire leadership style may in fact be considered to be a style of non-leadership or leadership avoidance [2].

The transactional leadership style is a leadership style that, according to Odumeru and Ogbonna, focuses on supervision, organization and performance [11], being an integral part of the Full Leadership Range Model (FRLM) leadership focused on behavioral attitudes of leaders towards staff employed in different working situations and correlating transactional and transformational leadership styles with Laissez-faire [8]. Transactional leaders set and standardize practices that will help the organization mature, focusing on goal setting, operating efficiency, and productivity gains.

Through the transactional leadership style, researchers Vera and Crossan believe that explicit goals and agreements are set out on what the leader expects from the organization's members and how to reward their efforts and commitment by providing constructive feedback to keep each member in action [14]. Transactional leaders focus on increasing the efficiency of established routines and procedures, being more concerned with complying with existing rules than with modifying the structure

of the organization. Thus, the transactional leadership style works most effectively in organizations that have evolved beyond the chaotic stage, a stage without entrepreneurial development rules that characterize many new companies.

The transformational leadership style has as its main objective the change or transformation of the needs of the followers, as well as the redirection of their thinking [13]. The transformational leader is a type of person who is not limited by the perception of the followers. He pursues the style of transformation of leadership and provokes and inspires followers. Transformational leaders create a vision of what they aspire to, and communicate this idea to others, that is, to the followers. Such leaders stimulate intellectual followers, give consideration to them, and apply a charismatic leadership with a wide range of knowledge and self-promoted personality. With a high level of energy, the transformational leader is willing to take risks, using strategies without pre-established rules, stimulating the followers to think independently.

4. LEADERSHIP IN HEALTH

In the opinion of Yafang, Shih-Wang and Hsien-Jui researchers, several leadership styles are best displayed at the level of health

organizations, depending on their relationship with organizational culture [17]. Managers are valuable, being seen as capable leaders who have guided their organization's teams to success. Sometimes they are considered indispensable. When things are not going well, the manager is not always the problem. Sometimes it can be a mismatch of style. The position and the influence in the organization are own to the manager, who has a formal place in the hierarchy, instead the leader is recommended by his own qualities and relations with the employees, by which he gains their support and sympathy.

Leadership and management skills are not mutually exclusive. At the executive level the leader is more demanding than the manager, who is really responsible for leading the organization's update according to his vision. The realization of this vision can be maximized by the manager by creating a strategic plan, which will link all the assets of the organization, the intellectual assets, the technology, the facilities, the relational and human resources.

People who are top leaders must be agile, flexible, malleable and customer centric, they must know how to use the new technological tools available to them. In today's environment, benefiting from access to large database systems, there

is an important level of analytical knowledge, whose use can anticipate and prevent possible errors. This active information is used to improve the decision-making process.

Managers must have a strategic mindset, a strong financial vision and inspire their workforce. The results show that in public health organizations, organizational cultures influence the leadership style. There are positive correlations between ideological culture and transformational leadership style, between hierarchical culture and charismatic leadership style, as well as between rational culture and transactional leadership style.

5. CONCLUSIONS

Leadership has a significant, positive and direct effect on professional satisfaction and can affect organizational commitment and professional performance indirectly through professional satisfaction.

The results show that in organizational public health organizations organizational cultures influence leadership style. There are positive correlations between ideological culture and the transformational leadership style, between hierarchical culture and the charismatic leadership style, as well as between rational culture and transactional leadership.

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