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## EVALUATION OF LEADERSHIP STYLES, POWER USAGE AND HEALTH WORKER PERFORMANCE

Sait SÖYLER<sup>1</sup>, Emre İŞÇİ<sup>2</sup>

<sup>1</sup>Research Assistant, Trakya  
University,  
[saitsoyler@trakya.edu.tr](mailto:saitsoyler@trakya.edu.tr),  
Edirne/Turkey

<sup>2</sup>Assistant Prof. Dr.,  
Marmara University,  
[emre.isci@marmara.edu.tr](mailto:emre.isci@marmara.edu.tr),  
Istanbul/Turkey

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### ABSTRACT

**Purpose:** The aim of this study was to determine relationships between relation-task oriented leadership, change oriented leadership styles, power usage of these kind of leaders and their effects on worker performance.

**Material and Method:** This study was designed as descriptive and cross-sectional. Six private hospitals classified as A group by the Ministry of Health and operating in the province of Istanbul were selected by the stratified random sampling method. 122 health workers who were working in

managerial positions at that time were included in the study. Three different questionnaire were used for data collection. Data was collected between 17.02.2014 and 10.04.2014. Leadership style scale is a 22-item scale taking place in Özşahin, Zehir and Acars' work called "Linking Leadership Style to Firm Performance: The Mediating Effect of The Learning Orientation" and received from Yukls' work called "An Evaluative Essay on Current Conceptions of Effective Leadership". The performance scale is the scale which was developed by Fuentes, Saez Montes (2004) and Rahman, Bullock (2004); adapted to Turkish by Göktaş (2004); used by Şehitler and Zehir (2010) and includes 6 questions. Power usage scale was taken from Bolelis' (2012) study and consists of 33 question. All analyses were conducted by SPSS 13.0.

**Findings:** It was found that power usage of change oriented leader leads to improved performance.

**Conclusion:** The strongest factor on the efficiency of the organizations is workers. So, leadership is the most crucial in the management of these human behaviors in order to produce services and goods. Besides the need of visionary and constantly evolving leaders and how they affect the worker performance have become some of the most important points that need to be questioned. It was determined that the change oriented leaders affect the worker performance more than relation and task oriented.

## Introduction

Leadership is an important issue that has been discussed for centuries and still, there is not any common idea on leadership concept. Researchers have been trying to find answers to these questions: “What does leadership mean? Why is leadership important? and What makes leadership important?” There are so many studies about leadership, the sources of leadership, the power that leaders use, leadership styles etc. available in literature (Bakan and Büyükbeşe, 2010; Soylu et al. 2007; Alkın and Ünsar, 2007; İbicioğlu et al. 2009). Leadership can play a vital role in success or failure of an organization. The effectiveness and productiveness of organizations depends mostly on human factor. Therefore, motivating workers and inducing them to the organizational goals are very important. Effective leaders can motivate workers and enhance their performance (Kocolowski, 2010). In addition to motivating workers, leaders can improve the organizational climate and increase productivity in the workplace (Mills, 2005). They use different kind and level of powers to lead people in organizations. According to their leadership styles, they prefer different sources of power. It sometimes depends on the workers profile. If most of the workers are X type people, then leaders should compel them to do their job well as McGregor concerns (McGregor, 1960). So, which kind and level of power affects worker performance positively? This question should be answered to enhance the productivity of workers.

In this regard, it is necessary to clarify leadership approaches.

**Trait Theory:** This theory is accepted as the first theory that tries to explain leadership concept. It suggest that leaders have certain qualities which make them leaders and these leaders have inherent traits. It is also known as “Great Man Theory”. Advocates of this theory claim that leaders have certain characteristics such as; good looking, being decisive, persuasive and charismatic. There are many different skills which were described by researchers. However, the underlying causes of the inability to reach

consensus about qualities of leaders are overlooking the followers and over-focus on the leader. Other reasons of not being able to explain the leadership process by trait theorists are that cause-effect relations and variable situations were ignored by researchers. As a result, researchers have focused on how leaders behave, not particularly on the characteristics of the leaders since the 1960s, so behavioral theory emerged.

**Behavioral Theory:** In the behavioral approach, researchers express the leadership concept as leaders’ behaviors which provide the success imagined by followers. According to this approach, everyone can be a leader with right knowledge and it should be examined what leaders do to inspire their followers rather than their individual features.

**Situational Theory:** Those who study leadership are getting aware that there are more complicated factors about the source of leadership rather than a few features and behaviors of leaders. So the situational approach emerged with the idea that the behavioral approach would not always be enough. This approach seeks to define what leaders can do in both internally and externally changing situations. According to this approach, leadership behaviors can vary according to circumstances, audience, time, and individual characteristics of the leaders.

The situational approach is one of the most contemporary approaches about leadership phenomenon. When somebody thinks about today’s changing environment, it will not be wrong to say situational leaders can be more successful than others. Those who have change oriented leadership styles can adapt different situations and force his/her workers as well.

**Leadership:** Leadership is an issue that has been discussed for a long time but there is not any consensus on a specific definition yet (Şişman, 2014). As far as Koçel (2010) concerned, leadership can be defined as the process of one’s influence and guidance activities of followers to perform a specific or group goal under certain conditions. As it can be understood in this definition, Koçel claims that leadership is a process of influence. Some

researchers mention leadership as an art of motivation. Some leadership definitions are as follows:

- Leadership is an activity that creating changes, giving directions and taking actions (Baltaş, 2013).
- Leadership is to bring together a group of people in order to fulfill the specific objectives (Eren, 2008).
- Leadership is a process of social influence (Kotter, 2015)

There are more and more definitions about leadership and the number of these definitions will increase as leadership studies continue. Like in the definitions, there are so many leadership styles as well. In this study relationships between 3 different leadership styles, power usage of these leaders and health workers performance were examined.

#### ***Task-Oriented Leadership***

Task-Oriented Leadership expresses the level to which a leader describes the roles of their followers, concentrates on objective achievement, and establishes well-defined patterns of communication (Bass, 1990).

#### ***Relationship-Oriented Leadership***

Relationship-Oriented Leadership expresses the degree to which a leader shows concern and respect for their followers, looks out for their welfare, and expresses appreciation and support (Bass, 1990).

#### ***Change-Oriented Leadership***

Change oriented leadership includes individualized consideration, intellectual stimulation, idealized influence (charisma), and inspirational motivation (Yukl, 1999).

#### **Power of the Leaders:**

There are five kinds of power described in the literature (Koçel, 2010). These are coercive, legitimate, reward, referent and expert type of powers. Coercive power is mainly based on fear. This type of power includes punishments such as dismissing from job, deduction of rank etc. (Serinkan, 2008). Legitimate power is related to having a position in an organization and followers accept legal power

of the leader. If leader reward his/her followers then he/she can use it as a power tool. It can be considered as an opposite of punishment, and it includes awards like providing wage increase. There is no need a formal organizational structure, the award can be praise as well. Referent power stems from being trustworthy and respected. It is related to the personality of the leader. Expertise power is based on knowledge and experience. If subordinates perceive leaders as well informed and experienced then followers will be willing to do whatever leaders say (Bakan and Büyükkbeşe, 2010).

**Performance:** Performance has entered the literature in recent years, but it has a wide range of usage. Besides, various indicators are used to measure performance as well. In general, performance can be defined as completing tasks efficiently (Başat, 2014).

Sharing the leadership will be imperative not an option in the future. Top managers are no longer sole decision makers. The most important role of leaders will be creation of internal interaction networks that would affect the foundations of the organizations. Sharing the leadership as a management model will be increasingly inevitable. Because nobody will be able to the one having all the critical skills that will be needed in the future. (Barutçugil, 2014).

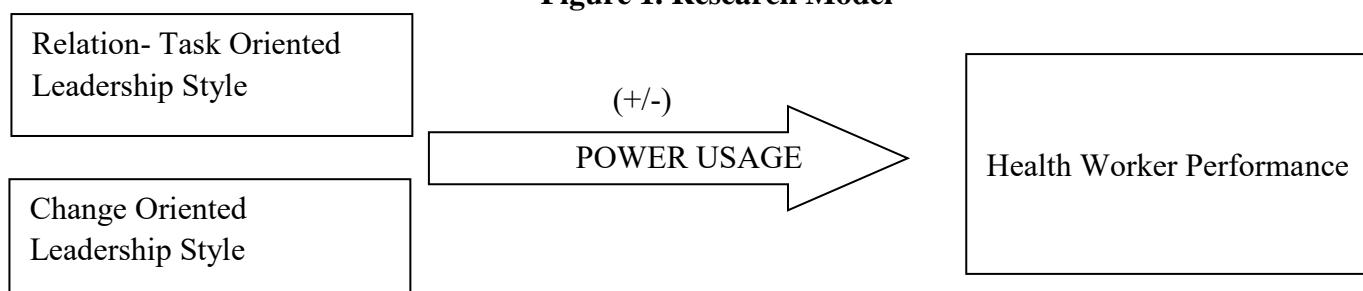
**Material and Method:** This study was designed as descriptive and cross-sectional. Six private hospitals classified as A group by the Ministry of Health and operating in the province of Istanbul were selected by the stratified random sampling method. Those who accepted to participate in the study were included and those who reject to participate in the study were excluded. After giving face to face information, questionnaires were distributed to health staff. Questionnaires were collected in a box to make participants sure about protection their private information. Totally 122 health workers who were working in managerial positions at that time were included in the study. Three different questionnaire were used for data collection. Data was collected between 17.02.2014 and 10.04.2014. Leadership style scale is a 22-item scale taking place in

Özşahin, Zehir and Acars' work called "Linking Leadership Style to Firm Performance: The Mediating Effect of The Learning Orientation" and received from Yukls' work called "An Evaluative Essay on Current Conceptions of Effective Leadership". The performance scale is the scale which was developed by Fuentes, Saez Montes (2004) and Rahman, Bullock (2004); adapted to Turkish by Göktaş (2004); used by Şehitler and Zehir (2010) and includes 6 questions. Power usage scale was taken from Bolelis' (2012) study and consists of 33 question. All analyses were conducted by SPSS 13.0.

Each questionnaire is forced type of Likert scale that consist of 6 options to choose. All analyses were done by SPSS 13.0 Software program.

Research model is shown on the table below. As it can be seen on the model, this study aims to determine the relationship between leadership styles and health worker performance according to power usage.

**Figure 1. Research Model**



## Research Results:

**Table 1. Demographical characteristics of the study participants**

	Categories	F	%
Gender	Male	53	43,4
	Female	69	56,6
Age	18-30	43	35,2
	31-45	74	60,7
	45+	5	4,1
Managerial Position	Junior	42	34,4
	Mid-level	72	59
	Top executive	8	6,6
Managerial Time (year)	0-2	25	20,5
	3-6	59	48,4
	7-10	23	18,9
	11+	15	12,3
<b>TOTAL</b>		<b>122</b>	<b>100</b>

As shown on the table, 56.6% of those surveyed was women while 43,4% was men, 60.7% was 31-45, 35,2% was 18-30, 4,1%

was 45+ years of age, 59% of them were middle managers and 48.4% 's range of managerial time is 3-6 years.

**Table 2. Performance, change-oriented leadership, relationship- task oriented leadership and power usage averages.**

	Performance	Change Oriented Leadership	Relation- task Oriented Leadership	Power Usage
Mean	4,1844	4,9481	5,1078	4,1928
Median	4,1667	5,1111	5,2308	4,1400
Std. deviation	1,07540	,81577	,85221	,70493
Minimum	1,33	2,00	1,00	2,00
Maximum	6,00	6,00	6,00	5,88

It was found that performance mean was  $4,18 \pm (1,07)$ , change oriented leadership mean was  $4,94 \pm (0,81)$ , relation- task oriented

leadership mean was  $5,10 \pm (0,85)$  and power usage mean was  $4,19 \pm (0,70)$  of the study participants.

**Table 3. Relationship of performance, leadership style and power usage**

		CHANGE ORIENTED LEADER	RELATIONSHIP-TASK ORIENTED LEADER	POWER USAGE	PERFORMANCE
CHANGE ORIENTED LEADER	R	1	,837(**)	,577(**)	,450(**)
	P	.	,000	,000	,000
	N	122	122	122	122
RELATIONSHIP-TASK ORIENTED LEADER	R		1	,428(**)	,344(**)
	P		.	,000	,000
	N		122	122	122
POWER USAGE	R			1	,313(**)
	P			.	,000
	N			122	122
PERFORMANCE	R				1
	P				.
	N				122

Kolmogorov-Smirnov Test was used to determine distribution of variables. Accordingly, it was found that distribution of leadership variable, power usage variable and performance variable is normal ( $p= 0.073, 0.200, 0.059$ ). Therefore, Pearson Correlation Analyze were performed. and it was found that there are moderate and positive correlation between change oriented leadership level and both power usage and performance ( $r= 0,45; p<0,05$ ). And there are poor and positive correlation between relationship-task oriented leadership level and performance ( $r= 0,344; p<0,05$ ).

**Discussion and Conclusion:** There are so many studies available in the literature related to how leaders can affect worker performance, which leadership style has most effect on worker performance, relationship between leadership style and productivity, the impact of leadership style on worker motivation, relationship between leadership types and organizational culture and etc.

In a study which was conducted in 2002, it was found that transformational leadership has a significant direct influence on frustration and optimism, with the negative influence of frustration having a stronger effect on performance than the positive influence of optimism. Frustration and optimism were found to have a direct influence on performance, and the emotions,

frustration and optimism, fully mediate the relationship between transformational leadership and performance. Additionally, the effect of transformational leadership style on performance is significant, but indirect (McCull-Kennedy and Anderson, 2002). In another study which was conducted to determine the relationship between leadership styles and organizational perception of teachers, there is a positive relationship between leadership style and performance but it is not a direct relationship (Korkmaz, 2005). However, in another study whose sample consisted of hotel managers, researchers tried to determine the relationship between leadership styles and business performance. It was examined the relationship of task and relationship oriented leadership styles with business performance. According to the study, there is not any statistically significant relationship between leadership styles and performance (Akbaba and Erenler, 2008). In a respectively new study, moderately significant relationship was found between leadership types and occupational performance (Akman et al. 2015). Koçak and Özüdoğru (2012), in their study which was conducted in hospitals, determined that the leadership qualities of the managers influence the motivation and performance of the employees. As the leadership qualities of managers increase, the motivation of employees increases and there is positive and strong relationship between leadership and worker performance (Koçak and Özüdoğru, 2012).

The impact of leadership style on group performance is one of the main topic that attracts attention of researchers (Özdevecioğlu and Kanıgür, 2009). However, the discrepancies among the results of the studies that performed at different time with different groups are available as well. Therefore, the ideal leadership style in every situation could not be determined exactly. (Özdevecioğlu and Kanıgür, 2009). Contingency approach which is relatively new approach clarifies this issue: There is no single best leadership style; the effectiveness of the leader varies according to the circumstances (Özdevecioğlu and Kanıgür, 2009). For example, Iqbal, Anwar and Haider (2015) have concluded that effect

of leadership styles on worker performance varies according to period. If the time is restricted, then autocratic leadership is most effective on workers performance while participative leadership is effective in long term. A study has concluded that the transformational leadership style has most positive effect on worker performance whereas laissez-faire leadership style shows negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction (Asrar-ul-Haq and Kuchinke, 2016). Khuong and Hoang (2015) in their study have revealed that relationship oriented leadership style, charismatic leadership style and ethic-based contingent reward leadership style have a positive effect on employee motivation. The success of leadership styles differs from one sector to another, from public to private, in different time frames and from universe of a study to another. In some circumstances task oriented leader may be the effective one on the performance, while in the other circumstances is relationship-oriented leader. However, there is a clear evidence about using power. Change oriented leaders have to use power more than other leaders because of the resistance to changes.

Because of accelerated communication and globalization, businesses should adapt their production processes according to changing environment. Workers should develop their skills according to needs of businesses. Besides, competition is getting harder day by day. Therefore, leaders should follow various developments in the market and they have to motivate their workers to adapt these kind of developments. However, every process of changing cause resistance caused by shareholders. Therefore, leaders have to use power to surpass the resistance to changes. The power apparently will be higher when the manager has change-oriented leadership skills.

According to this study conducted among health sector managers, health workers works more effectively when their managers have change-oriented leadership skills. As a conclusion, this study can help decision-makers in health sector to decide

characteristics that are required for an individual who will run in managerial positions.



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