Leadership Style in Employees of Tertiary Care Institute

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Abstract

Introduction: Leadership is a process of encouraging and helping others to do something of their own volition, neither because it is required nor because of the fear of consequences of non-compliance. The study mainly focuses on leadership style and retaining the employees in the organization through effective means of management. **Objective**: To study the leadership style in employees of tertiary care institute. **Material and Methods:** The research conducted the study among 200 employees at A.C.S. Medical College & Hospital. The questionnaire type is structured one. The researcher has used Convenience Sampling Technique. Random Sampling method was chosen by the researcher on simple basis which helped for collecting the data easily. The two types of data Primary and Secondary data were available to the researcher. The questionnaire had been pre-tested under field condition. The respondent was free to express his view. The analysis was done by various statistical tools. **Results:** In the study most of respondents (71%) belong to the age group 26-35 years with male dominance (74%). Most of respondents (60%) rate their team members as persons with normal cooperation. 48% of respondent have superior subordinate relationship with their boss. Most of the respondents (65%) feel satisfied towards the prevailing leadership style. **Conclusion:** The study concludes that the leadership practiced in the institution should be changed for retention of the staff.
Keywords: Leadership, Management, tertiary care center.

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INTRODUCTION

Leadership definitions keep evolving as scholars try to simplify the definition to enable people to understand the concept easily and to make it less complicated and more practical in daily business. For centuries leadership studies have been obsessed with leaders, and with identifying the characteristics required for effective leadership. Even though it is clearly stated that it is difficult to give leadership a single definition, people keep exploring this area of study. It shows that there is no stopping point for leadership study and it has become an essential element in social science.[1] Leadership is a process of encouraging and helping others to do something of their own volition, neither because it is required nor because of the fear of consequences of non-compliance.[2] Leadership is thus a process of encouraging and helping others to work enthusiastically towards objectives. It is the human factor that binds a group together and motivates it towards goals transforming the groups potentials into reality. Leadership has many definitions but no real consensus; essentially it is a relationship through which one person influences the behavior or actions of other people. In everyday speech leadership and Management are used interchangeably. Management is about developing, planning and controlling of organizational resources while leadership is about the aligning of people to the expected outcomes of the vision. In order to lead one must be able to manage and hence the two are closely related.[3] Leaders use their influence factor to draw people towards achieving goals and to maximize the results in the organization. The influence factor does not mean the leader having power over the followers and controlling or directing them to the goals the leaders want to achieve; rather it is the leaders'

own actions that affect the follower's behavior and actions.[1] The study mainly focuses on leadership style and retaining the employees in the organization through effective means of management.

OBJECTIVE

To study the leadership style in employees of tertiary care institute.

MATERIAL AND METHODS

The research conducted the study among the employees at A.C.S. Medical College & Hospital. The basic tool for research was questionnaire. The questionnaire type is structured one. The researcher has used Convenience Sampling Technique. The sample size was taken as 200 including all the employees of the college and hospital. Random Sampling method was chosen by the researcher on simple basis which helped for collecting the data easily. There were two types of data that are available to the researcher. They were Primary Data and Secondary Data. The primary data included information not present with the researcher and other relevant information through personal interview with system employees and software engineers using the questionnaire. The secondary data was collected from the secondary sources such as website, books, journal reports and publications of the organization. The questionnaire had been pre-tested under field condition. The researcher had used rating questions, dichotomous questions and open ended questions. Rating questions have a number of choices as answers. And the respondent has to select any one of them. Dichotomous question were similar to those of the multiple choice questions, which allows only two responses. The respondent should select any one among the two responses. The respondent was free to express his view. The analysis was done by various statistical tools.

RESULTS

Table 1: General information of the employees

	Variable	No. of Respondents (N=200)	% of Respondents
Age Group	Below 25 years	52	46%
	26-35 years	142	71%
	36-40 years	6	3%
	41 years and above	-	-
Gender	Male	148	74%
	Female	52	26%
Employees Tenure	<2 years	14	7%
	2-5 years	70	35%
	5-8 years	110	55%
	8 years and above	6	3%

In table above 46% of respondents are below 25 years of age. 71% of respondents belong to 26-35 years age group. In the study majority of respondents were male (74%). Out of 200 employees 55% of employees have 5-8 years of association with organization. 3% of respondents have 8 years of association with the organization.

Table 2: Employees rating on their team members

Rating on team members	No. Of respondents	% of respondents
Highly Cooperative	78	39%
Normal Cooperative	120	60%
Lack Cooperative	2	1%
Total	**200**	**100%**

Out of 200 employees 39% of team members were rated as highly cooperative, 60% as normal cooperation and 1% as lack of cooperation.

Table 3: Employees relationship with the boss

Relationship with boss	No. Of respondents	% of respondents
Superior subordinate relationship	96	48%
Friendly relationship	82	41%
Normal relationship	22	11%
Total	**200**	**100%**

The above tabulation shows 48% feel that their relationship with their boss was superior subordinate relationship. 41% have friendly relationship and 11% have normal relationship.

Table 4: Type of leadership prevailing in the organization

Leadership style	No. Of respondents	% of respondents
Autocrat	12	6%
Benevolent Autocrat	88	44%
Consultative Democrat	82	42%
Participatory Democrat	13	6.5%
Free Rein	5	2.5%
Total	**200**	**100%**

From the above table it was observed that 44% say the leadership style as Benevolent Autocrat.

Table 5: Employees satisfactory level towards leadership

Satisfactory level	No. Of respondent	% of respondent
Highly Satisfied	60	30%
Satisfied	130	65%
Moderately satisfied	10	5%
Dissatisfied	-	-
Total	**200**	**100%**

The tabulation showed that 30% of the respondents are highly satisfied 65% feel satisfied and 5% feel moderately satisfied.

Table 6: Level of transparency maintained at the organization

Transparency Level	No. Of respondents	% of respondents
High Transparency	24	12%
Normal Transparency	156	78%
No Transparency	20	10%
Total	**200**	**100%**

12% of employees feel that the organization is highly transparent. 78% feel that there is normal transparency and 10% feel that there is no transparency.

Table 7: Rate of cooperation extended by other supported departments in the organization

Rate of cooperation	No. Of respondents	% of respondents
Excellent	10	5%
Very good	84	42%
good	66	33%
Moderately Good	28	14%
Bad	12	6%
Very Bad	-	-
Total	**200**	**100%**

The tabulation showed 5% of the employees feel excellent about cooperation extended by other supportive department, 42% feel very good, 33% feel good about extent of cooperation, 14% feel moderately good and 6% feel bad about the extent of cooperation.

DISCUSSION

The present study was conducted among 200 employees at A.C.S. Medical College & Hospital with an objective to analyze preference towards leadership among system employees. The basic tool used for research was questionnaire. In the study 46% of respondents were below 25 years of age. 71% of respondents belong to 26-35 years age group. In the study majority of respondents were male (74%). Out of 200 employees 55% of employees have 5-8 years of association with organization. 3% of respondents have 8 years of association with the organization. Among 200 employees 39% of team members were rated as highly cooperative, 60% as normal cooperation and 1% as lack of cooperation. The high and normal cooperation among the employees helps the institute to increase the productivity. In the study, 48% feel that their relationship with their boss was superior subordinate relationship while 41% had friendly relationship and 11% had normal relationship. In relation to leadership, 6% of employees feel that the prevailing leadership in the organization as Autocrat, 44% said the leadership style as Benevolent Autocrat while 42% said the leadership style as Consultative Democrat. 6.5% said the leadership style as participatory democrat. Among the employees 30% of the respondents are highly satisfied, 65% feel satisfied and 5% feel

moderately satisfied towards the prevailing leadership style. 12% of employees feel that the organization was highly transparent. 78% feel that there was normal transparency and 10% feel that there was no transparency. The rate of cooperation stated that 5% of the employees feel excellent about cooperation extended by other supportive department, 42% feel very good, 33% feel good about extent of cooperation, 14% feel moderately good and 6% feel bad about the extent of cooperation.

CONCLUSION

Hence from above discussion we conclude that the employees had been exposed benevolent autocrat style of leadership. If leadership style is unfavorable intention to leave the institute increases. This study also concluded that the leadership practiced in the institution should be changed for retention of the staff.

RECOMMENDATION

This study brought out the critical role of leadership and leadership style in retention of the academic staff. It is recommended that the leadership in the institution embrace favorable leadership practices to enhance retention of academic staff in their institutions since leaders have an influence on plethora of organizational factors which affect retention.

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