

Chapter 32

Leaders' Behavior in Association With Job Satisfaction and Organizational Commitment

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ABSTRACT

The achievement of organizational objectives depends on the leadership and leaders' behavior. The study was conducted to examine the relationship between the leaders' behavior, job satisfaction and organizational commitment of employees in nursing in Slovenian hospitals. The differences between individual variables were analyzed with the Mann-Whitney Test, Spearman correlation analysis and the regression analysis. With the leadership style, leaders' characteristics, leaders' emotional intelligence, and teamwork in the unit we can explain 51% of the total variability of nurses' job satisfaction and 84% of organizational commitment. Leaders' behavior has an important component of work and associated with job satisfaction and organizational commitment of employees in nursing. Health care organizations can be successful if the employees are satisfied with their work and have a high level of organizational commitment.

INTRODUCTION

Organizations are social systems. Human resources are the most important factor for the successful organization and work presents an important aspect and the activity that occupies most of their waking time in life. Today's changes and developments have implications on the organization and leaders.

Emotional experiences at work, especially in the field of healthcare are part of everyday work of employees. Individual's experience effect on a person's attitude to his job. An employee's expectation

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about the job and the communication with others can play an important role in a person's job satisfaction. Healthcare is a profession where different individuals work in interaction (Purcell, Kutash, & Cobb, 2011; Scheick, 2011) and includes measures and activities to maintain and improve health, prevention and detection of diseases and treatment of patients. It is also exposed to constant changes and overcoming the challenges, referring to rising costs, rapid scientific and technological development, demographic changes and the increasing need of patients for high quality and competitive services. At the same time, healthcare systems must to reduce costs and maintain and improve the quality of services.

The achievement of organizational goals is largely depends of leadership and leaders' behavior. The behavior of leaders affects both job satisfaction and the productivity of the employees (Malik, 2013). Malik (2013) noted that leaders' behavior is defined as a pattern of behavior that leaders mostly use. While Mosadegh Rad (2003) noted that leaders' behavior is a series of attitudes, characteristics, and skills used by a leader in different situations according to the individual's and organizational values. Leaders in different situation behave differently, but they should be able to evaluate employees' feelings, their motivations and know, how to influence them for achievement the organizational goals. Abualrub and Alghamdi (2011) noted that leaders should create hospital environments, which support and motivate all employees in healthcare.

Hospitals in these days are changing dynamic. The economic crisis and problems with employment of professionals, staff retention, creating healthy and safe work environment, and a growing needs of patient care represent challenges for leaders in healthcare (Vesterinen, Suhonen, Isola, & Paasivaara, 2012) therefore they should be very flexible.

BACKGROUND

Leadership Style

Leadership is an important topic with a long history. Leadership is the process where leader influence their employees to achieve organizational goals (Lussier & Achua, 2007). Also Daft (2005) defined leadership as the relationship among leaders and employees what is reflecting in the common organizational goals. Through motivating employee, leaders help organizations, realize to achieve the goals and adapt to the changing environment (Amis, Slack, & Hinings, 2004). For Huber (2013) is leadership a process of working with individuals, groups, and other resources in order to achieve the objectives of the organization.

Cummnings et al. (2008) examined twenty leaderships in a systematic review and categorized them into four groups – behaviors and practices of leaders, traits and characteristics of leaders, influences of context and practice, and leader participations in educational activities. In healthcare leaders demonstrate many leadership styles to employees in hospitals, such as classical leadership (autocratic, democratic, laissez-faire, bureaucratic and situational) and contemporary leadership (transactional, transformational, charismatic, connective and shared leadership) (Huber 2006). Leadership style can be understood as combination of tasks and behaviors that influence employees for achieving goals (Huber et al., 2000). The important healthcare leader's skill is the use of different leadership styles (Casida & Parker, 2011).

Before the introduction of transformational leadership style, the transactional leadership style was perceived as the most effective leadership style in organizations (Bass, Avolio, Jung, & Berson. 2003). Goethals et al. (2004) noted that the transactional leadership motivated employees by rewards and discipline. The transformational leadership styles focus on team-building, motivation, and collaboration with

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