A STUDY ON LEADERSHIP BEHAVIOR AND JOB SATISFACTION AMONG HOSPITAL EMPLOYEES IN TIRUCHIRAPPALLI

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ABSTRACT
The purpose of the study is to investigate the leadership behaviors and job satisfaction within employees in order to advance the understanding of these concepts as well as to comprehend the relationships among them. The study will gain better understanding of the predictability of job satisfaction based on leadership behavior the study will examine the causal relationships that exist between leadership behavior and job satisfaction in order to determine what direct or indirect impact each of them. The study collected data from employees working in hospitals. The sample size for the study is 120 by adopting purposive sampling technique.

Key words: Leadership, Job Satisfaction and Culture


1. INTRODUCTION
Today, organization operates in a very competitive global environment, and given the rapid changes occurring in the market place, they have to do everything possible to become and remain competitive. In such a competitive environment, managers have to concern with employees’ satisfaction as a key factor for organizational effectiveness and efficiency, as well as for the successful implementation of the corporate strategy. Job satisfaction has received significant attention in studies of the work place: this concept refers to the positive emotional response of an employee to his or her job and to his or her work performed individually or as a part of a group.

Leadership contributes significantly in the success and failure of an organization. The relationships of leadership style, motivation and employee performance have been extensively studied. Transformational leadership attributes, such as empowerment and clear vision, are often seen as important elements for employee job satisfaction. Leadership prevalently exists within people and organizations. Simply speaking, leadership has the capability to affect others (Bethel, 1990). Bohn and...
Grafton (2002) presume that leadership means the way to create a clear vision, filling their subordinates with self-confidence, created through coordination and communication to detail.

Robbins (2003) indicates the management function of leadership is mainly aimed to manage employee behavior and by explaining and predicting employee productivity, resign rate and job satisfaction in an effort to reach the ultimate goals for employees’ aggressive job involvement and the commitment to companies. Organizational culture is described by Robbins & Coulter as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. Because organizational culture reflects the values, beliefs and behavioral norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behavior of the staff. Understanding the organization's core values can prevent possible internal conflict, which is the main reason for our research into these cultural issues.

In other management fields, empirical research of organizational culture has involved the functionalist perspective, providing impressive evidence of the role of organizational culture in improving performance. The pervasiveness of an organizational culture requires that management recognize its underpinning dimensions and its impact on employee-related variables, such as job satisfaction, organizational commitment, and performance. Lund believed that less research was done on the relationship between organizational culture and job satisfaction within the research topic of organizational culture and outcome. The organization consists of the employees, with the behaviour of its individual members affecting outcomes. Since cultural research within the service field is not common, it is necessary to explore the way the culture influences the behaviour of the employees, and in turn how the behavior of the employees influences the organizational outcome.

2. RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOR AND JOB SATISFACTION

Job satisfaction has been associated with Employees who perceive their managers as supportive and caring. A supportive manager shares values, believes in a balance of power, and provides opportunities for open dialogue with employees, which in turn reduces the chances of internal conflicts. This type of leader is successful in his or her role and is supportive and responsive, thereby preserving power and status within the organization. Such leaders are valued throughout the organization and have executive power to do what they see as necessary to create a positive environment. Accordingly, they have a measurable effect on the morale and job satisfaction of employees.

3. THEORETICAL BACKGROUND

3.1. Leadership Behaviour

31.1. Hooijberg, Lane, and Diverse (2010)

Explained that there has been an extensive collection of theories studied that give emphasis to behavioural approaches to leadership ranging from Fiedler’s (1967) LPC theory to House’s (1971) path-goal theory to competing values framework (CVF) and Bass’ (1985) transformational leadership theory. A leader’s behaviour is a powerful display of mannerisms that convey the expectations and values of the organization that sets the tone for the organizational climate (Grojean 2004).

3.1.2. According to Yukl (2006),

Researchers have spent more time and energy conducting research on leadership behaviour than on any other aspect of leadership. Research in leadership behaviour falls into one of two categories: the first line of research examines how leaders spend their time throughout the day, their particular pattern of activities, and their job responsibilities. The second line of research focuses on identifying effective leadership behaviour. Despite the fact that there could potentially be numerous leadership behaviours, Farris (1988) identified two specific kinds of leadership behaviours: task-oriented behaviours and relations-oriented behaviours.

3.1.3. Task-Oriented Leadership Behaviours

Task-oriented leaders are primarily concerned with reaching goals. They help their employees accomplish their goals by defining roles, establishing goals and methods of evaluations, giving directions, setting time lines, and showing how the goals are to be achieved. As a rule, task-oriented leaders use a one-way communication method to clarify what needs to be done, who is responsible for doing it, and how it needs to be done. Task-oriented leaders coordinate, plan, and schedule work-
related activities. They provide their employees with the necessary motivation, equipment, supplies, and technical assistance for completing the task (Northouse, 2010).

4. RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOUR AND JOB SATISFACTION
Wade GH, Osgood B, Avino K, Bucher G, Bucher L, Foraker T, French D, Sirkowski C (2008) Job satisfaction has been associated with nurses who perceive their managers as supportive and caring. A supportive manager shares values, believes in a balance of power, and provides opportunities for open dialogue with nurses, which in turn reduces the chances of internal conflicts. This type of leader is successful in his or her role and is supportive and responsive to clinical nurses, thereby preserving power and status within the hospital system. Such leaders are valued throughout the organization and have executive power to do what they see as necessary to create a positive environment for nursing. Accordingly, they have a measurable effect on the morale and job satisfaction of nurses.

5. SCOPE OF THE STUDY
The success of any organization is dependent upon the collection of individuals, including leaders and subordinates and amount of effort each individuals puts into it. It is important to recognize the leadership practices and how it affects the job satisfaction in an organization. The study will investigate the leadership behaviors and job satisfaction in selected leading hospitals in Tiruchirappalli. The main reason for examining these relationships is because it helps in identifying critical skills needed by employee leadership in today’s world. Effective leadership can be the key to success in many organizations.

6. STATEMENT OF THE PROBLEM
The purpose of the study is to investigate the leadership behaviors and job satisfaction within employees in order to advance the understanding of these concepts as well as to comprehend the relationships among them. The study will help to gain better understanding of the predictability of job satisfaction based on leadership behavior. The study will examine the causal relationships that exist between leadership behaviour and job satisfaction in order to determine what direct or indirect impact each of them.

7. OBJECTIVES OF THE STUDY
- To study the personal profiles of the employees in the organization and its impact towards leadership behavior and Job satisfaction.
- To analyze the leadership behavior of employees in the organization.
- To identify the level of job satisfaction of employees in the organization.
- To identify the impact of leadership behavior towards job satisfaction

8. METHODS AND METHODOLOGY
The universe of the study is employees working in leading hospitals which consists of more than 150 beds in Tiruchirappalli, Chennai. The population of the study contains only employees working in the Hospital for more than 3 years (Front and Bank End Employees including Nurses). The population consists of Hospitals like Kauvery Hospital, ABC Hospital and GVN Hospital. Hence the population of the study is 310. The sample size for the study is 120 by adopting purposive sampling technique.

Both Primary and Secondary data were used for the study. The primary data were collected with the help of questionnaire. The Questionnaire consists of three parts. The first part consists of data related to personal profile of the employees working in hospitals. The Second part consists of questions related to the dimension leadership behaviour exhibits from the employees. The Third part consists of questions related to the dimension job satisfaction. The secondary data were collected from journals, books and URLs

Dr. G. Sivanesan and Ms. K. Vembu. “A Study on Leadership Behavior and Job Satisfaction among Hospital Employees in Tiruchirappalli”. (ICAM 2016)
9. MAJOR FINDINGS

- The study consists of 75% Male and 25% of Female. In the age wise classification, 25% of the respondents were below 30 years, 55% of the respondents were between 30-40 years and the remaining 20% of the respondents were above 40 years. Majority (80) of the respondents were at middle level.
- 67.5% of the respondents were satisfied with the challenging opportunities to test their abilities and skills
- 34.2% of the respondents were satisfied that the Hospitals made sure to praise people for a job well done and to recognize people for their commitment to shared values
- 65% of the respondents were satisfied that the Hospitals challenged them to try new approaches
- 35% of the respondents were satisfied they were able to describe a compelling vision of the future of these Hospitals.
- 39.2% of the respondents were satisfied that the Hospitals Ensured that all the employees adhere to agree upon standards
- 35% of the respondents were satisfied that the Hospitals treated all employees with respect and dignity and follows through on his/her promises and commitments
- 31.7% of the respondents were satisfied that they looked for ways to learn when unexpected things happen
- 41.5% of the respondents were satisfied that there was an atmosphere of mutual trust in the workplace
- 46.7% of the respondents were satisfied they took the initiative to attempt to overcome obstacles
- 51.7% of the respondents were satisfied they spoke with conviction about the meaning of our work
- 67.5% of the respondents were satisfied with the fair amount they were paid for the work they did
- 47.5% of the respondents were satisfied with the chances of promotion from the job
- 46.7% of the respondents were satisfied and enjoyed working with their colleagues
- 46.7% of the respondents were satisfied they felt a sense of pride in doing their job
- 50% of the respondents were satisfied their supervisor was fair with them
- 39.2% of the respondents were satisfied their supervisor showed enough interest in his/her subordinates’ feelings
- 55.8% of the respondents were satisfied they had fair chances of increase in salary
- 46.7% of the respondents agreed competent coworkers made their job harder
- 56.7% of the respondents were satisfied they had no conflict with their co-workers
- 45.8% of the respondents were satisfied they enjoyed their job and job responsibilities towards organization goals

10. IMPLICATIONS

- The employees in the Hospitals should wait for the opportunity to show their abilities and skills. The employees should grab the opportunity.
- The top level peoples should create a path to show the employee knowledge, skill and their abilities.
The top level management should not fail to praise or appreciate the employees for their outstanding performance, and when the employee contribute out of the way to the organization.

All the employees and the top level peoples should treat each other with dignity and respect inside the Hospitals.

The employees at any cost should not compromise with the standard fixed by the Hospitals related to performance and outcome of job.

There should be constant trust between the management and the employees.

The promotion policy should be always clear and understandable to all level of employees working in the Hospital.

The Employees should have high level of sense of pride towards the Hospital.

11. CONCLUSION
Culture within Hospital is very important, playing a large role in whether or not the organization is a happy and healthy place to work. Through communicating and promoting the Hospital vision to subordinates, and in getting their acknowledgement of the vision, it is possible to influence their work behavior and attitudes. When there is good interaction between the leader and subordinates, there will be contributions to team communication and collaboration, and encouragement of subordinates to accomplish the mission and objectives assigned by the Hospital, which in turn enhances job satisfaction.

REFERENCE


