

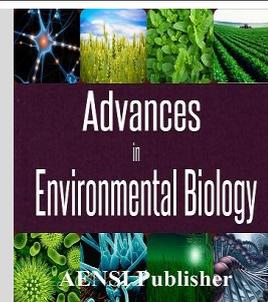


AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/AEB/>



Study of Collaborative Leadership Style among the Managers of Private and Social Provision Hospitals in Shiraz-Iran

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ARTICLE INFO

Article history:

Received 12 October 2014

Received in revised form 26 December

2014 Accepted 1 January 2015

Available online 17 February 2015

Keywords:

Collaborative leadership style, Role of the interface, Employment of elites, Collaboration modeling, Private hospitals

ABSTRACT

The present study aims to investigate collaborative leadership style in social provision and private hospitals in Shiraz city. It is an applied and field study conducted using a questionnaire. The statistical population of this study consists of managers and employees of private hospitals in Shiraz city. One hundred sixty employees of the hospitals were selected as the sample using Cochran formula. The statistical samples were selected randomly using a questionnaire, and then, their views on leadership were investigated. The questionnaire measured the collaborative leadership of with respect to four parameters: playing the role of the interface, employment of various elites, collaboration modeling at higher management level and to keep the team from going to a wrong way. The main hypothesis includes: the mean of collaborative leadership style in private hospitals of Shiraz city is higher than the moderate level. The results of data analysis approve the main hypothesis and four sub-hypotheses. Therefore, it is concluded that, the collaborative leadership style in private hospitals of Shiraz city is in good condition.

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To Cite This Article: Maryam JamshidiTayebloo and Alireza Shirvani., Study of Collaborative Leadership Style among the Managers of Private and Social Provision Hospitals in Shiraz-Iran. *Adv. Environ. Biol.*, 9(2), 962-967, 2015

INTRODUCTION

Nowadays, development of management science is so that, all the organizations have a strategy for various conditions. Having knowledge about these strategies and theories will help the organizations to become more efficient and effective. The subject of leadership is one of the main contexts of management science which has a direct relationship to the organizations' productivity. Organizational leadership is a subject which has been studied widely in industrial and organizational psychology. Although, the origin of leadership topics can be attributed to many years ago, the psychologists have discussed and investigated the subject of leadership. At that time, the dominant pattern was the theory of individual characteristics in which it was believed that, the great leaders have inherent capabilities which make leadership possible for them. More than a century has passed since the first theories of leadership; but, it is important that, attitudes and beliefs of the staff and managers have changed as well as the leadership models. Collaborative leadership is one of the new leadership models.

Explanation of the issue:

The subject of leadership is one of the main focuses study on management of organizational behavior. There are many theories about leadership in the literature of western management. Collaborative leadership is a philosophy which causes to make an organizational decision to be given to the lowest order of that.

The objective of collaborative leadership is to ensure about making effective decisions by the competent staff. Giving authority in order to access collaborative leadership is a strategy through which responsibility is given to the responsible groups or persons. Making the staff involved, is a strategy which is achieved through confidence, so, consistent information is given to the decision-making system. Hence, giving the authority and making involved, are the base of the philosophy of collaborative management.

Collaborative leadership is a new function of management having several meanings. Collaboration traditionally means a bidirectional and useful link between two or more persons of the managers who guide the

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group members and, they cooperate in the group work themselves and let the others to give comment; but, the final decision is made by them. They consider the members of their group involved in the work process, and have a higher motivation and innovation.

The hospitals are important due to having human resources and the type activities. Also, the management and leadership styles in the hospitals affect directly the life of many people of the society. Hence, the hospitals of Shiraz city have been selected as the statistical population of the present study.

So, the main question of this study is as below:

How much is the collaborative leadership among the managers of private and social provision hospitals of Shiraz city?

The present study consists of a main hypothesis and four sub-hypotheses as below:

Main hypothesis:

Collaborative leadership style of the managers of private and social provision hospitals of Shiraz city is higher than the moderate level.

Sub-hypotheses:

- 1- Playing the role of interface is higher than the moderate level among the managers of private and social hospitals of Shiraz city.
- 2- Skill of various elites' employment is higher than the moderate level among the managers of private and social hospitals of Shiraz city.
- 3- Collaboration modelling at higher level of management is higher than the moderate level among the managers of private and social hospitals of Shiraz city.
- 4- Keeping the team away from going to a wrong way is higher than the moderate level among the managers of private and social hospitals of Shiraz city.

2. Literature review:

Some studies have indirectly investigated the relationship between the management style and the amount of the use of management factors such as decision making, programming, information, human communications, guidance and supervision of the managers and the level of parents' participation in the affairs of elementary schools. GhasemiPuya showed that, the managers have a valuable role in attracting the people' participations. Es'haghian and Aghahoseini stated that, the managers do not have an appropriate skill in social leadership.

Alagheband showed that, many managers have no effective behavior in attracting the coworkers' participation, and in fact, many managers do not have the characteristics of collaborative leadership and this causes the people not to have tendency for participation in the education affairs.

Some researchers also have assessed the way of attracting the public participation and prevention of fundamental obstacles in participation and the factors affecting the amount of participation. For instance, Bamdadi, Ahangarani, KorkeAbadi, Sepehri and Mohammadi consider information of development and participation culture as the most important ways of attracting the participation.

Most of studies on the theory of leadership have been conducted by Maan. Lord, Devader and Alliger conducted a general analysis on the accomplished studies by Maan, and they observed stable relationships among individual characteristics and leadership genesis. Analysis of the studies in terms of personal characteristics shows that, leadership is not limited by organizational structure. Therefore, this hypothesis is amplified that, charismatic leaders have some specific characteristics which separate them from the non-charismatic leaders. Trusting to subordinates and giving authority to them is one of the mentioned characteristics. Therefore, this category of studies mentions general success of the leaders who behave collaborative and cooperative. In some studies also, the opposite has been proven. For instance, Eberhardt and Muchinsky state that, there is no relationship between personal traits and effectiveness of the leader or is very low. Garcia and Morales investigated the impact of collaborative leadership on organizational innovation and performance. This study showed that, the mentioned relationship depends on the level of organizational learning in industrial companies. The findings indicate that, there is a positive relationship between cooperative leadership and organizational innovation as well as between collaborative leadership and organizational performance. Gamoslogo and Islio mentioned that, collaborative leadership affects innovation and particularly at organizational level. They found that, the two factors have a serious impact on each other. On the other hand, Zhangatal (2004) states that, extension of a study to this level have a good support for the knowledge; since, a few empirical studies have paid attention to the collaborative leadership and organizational innovation.

3. Research methodology:

Generally, the research methods can be divided with respect to two criteria including: A) The research objective B) Data acquisition approach

Based on objective, the scientific researches can be divided into three groups including fundamental, applied and developmental group. Based on the approach of data acquisition (research plan), the scientific researches are divided into the following categories:

Descriptive research and experimental research.

In terms of objective, the present study is an applied research and in terms of the method of data collection, it is a descriptive research.

Since in descriptive researches the researcher intends to identify and discover the nature of the variable and does not interfere in the study's variables, so, the present study can be considered as a descriptive research based on the nature.

Statistical population:

The statistical population in the present study includes the staff of private and social provision hospitals of Shiraz city. Of course, four hospitals including Central hospital of Shiraz, Ordibehesht Hospital, Pars Hospital and Beheshti Hospital were selected as instance for study.

Geographic scope of the study consists of all private and social provision hospitals of Shiraz city and the period of the study includes autumn and winter, 2013.

Sample volume and sampling method:

The sample is a part of the studied population which is selected by a predetermined method by which assistance, some inferences can be conducted about whole the society. Cochran formula is the simplest method to determine the sample volume. In Cochran formula, the sample volume is calculated as below:

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

Where, n represents the sample volume and N represents the number of statistical population, n_0 also is equal with:

$$n_0 = \frac{Z^2 \cdot p \cdot q}{E^2}$$

As it is seen in Table (1), the sample volume in the present study is 160 person. Therefore, 160 questionnaires were distributed among the available staff randomly.

Data collection tools:

In the present research, both library and field tools were used. In this study standard questionnaire of HerminiaIbarra's assessment of collaborative leadership was used. The questionnaire assesses the collaborative leadership as four components including to play the role of interface, employment of various elites, collaboration modeling and playing an effective role in keeping the team away from going to a wrong way. The indices of each components above, have been explained by the designer of questionnaire; so, the questions have been localized with respect to the conditions of the statistical population. The direction of all questions is positive, and the Likert's five-item range has been used in all the questions. Measurement of the indices is as below:

Very low	Low	Moderate	High	So high
1	2	3	4	5

Relation of the questions' number to the research hypotheses is as below:

Validity of the used questionnaire was calculated using Cronbach's alpha by a statistical analysis software. Cronbach's alpha is the scale of validity assessment; so that, if the value of Cronbach's alpha is higher than 0.7, validity of the questionnaire would be approved. Validity test of whole the questionnaire and validity test of the dimensions have been given in the following table:

Table 1: Relation of the questions' number to the hypotheses of the research.

Research hypothesis	Number of the research questions
Playing the role of interface	1-2-3-4-5-6-7-8
Employment of various elites	9-10-11-12-13-14-15-16
Collaboration modelling at higher level of management	17-18-19-20-21-22-23-24
Keeping the team away from going to a wrong way	25-26-27-28-29-30

Table 2: Value of Cronbach's alpha.

Alpha	Acceptable	Number of questions
0.89	100%	30

As it is observed in the table, Cronbach's alpha is 0.89 which is higher than 0.7; so, the questionnaire validity is approved.

Data analysis method:

The statistical data analysis was conducted using computer and SPSS software.

Data analysis was accomplished by two sections: the first section is descriptive statistics including frequency tables and indices of descriptive statistics such as mean, median, etc. and also, histograms of each demographic variable and all the questions.

At the second section, inferential statistics has been given in which the hypotheses test, correlation coefficient and linear regression of each variable have been explained. T-test was used to test each hypothesis. The assumption H_0 is the assumption of failure and the assumption H_1 is the assumption of success of the test. If P-value is less than 0.05, the assumption H_0 is rejected and the assumption H_1 is approved at confidence level of 0.95.

4. Results:

- The main hypothesis test:

Table 3: Result of the main hypothesis t-test.

	N	Mean	Standard deviation	Standard error
Main hypothesis	160	3.7534	0.12499	.00988

	Test Value = 3					
	T	Freedom degree	Sig. (2-tailed)	Difference of the means	95% Confidence distance	
					Low level	High level
Main hypothesis	76.242	159	.000	.75339	.7339	.7729

According to the table, for the main hypothesis, sig=0.00 and difference of the means is 0.75, also, in the confidence level of 95%, the high level is 0.77 and the low level is 0.73. Therefore the main hypothesis is approved with confidence level of 99%.

The first sub-hypothesis test:

Table 4: Result of the firstsub-hypothesis t-test.

	Test Value = 3					
	T	Freedom degree	Sig. (2-tailed)	Difference of the means	Confidence distance of 95%	
					Low level	High level
The firstsub-hypothesis	87.117	159	.000	1.61953	1.5828	1.6562

According to the table, for the firstsub-hypothesis, sig=0.00 and difference of the means is 1.61, also, in the confidence level of 95%, the high level is 1.58 and the low level is 1.65. Therefore the firstsub-hypothesis is approved with confidence level of 99%.

According to the table, for the second sub-hypothesis, sig=0.00 and difference of the means is 1.05, also, in the confidence level of 95%, the high level is 1.08 and the low level is 1.01. Therefore the second sub-hypothesis is approved with confidence level of 99%.

The secondsub-hypothesis test:

Table 5: Result of the secondsub-hypothesis t-test.

	Test Value = 3					
	T	Freedom degree	Sig. (2-tailed)	Difference of the means	Confidence distance of 95%	
					Low level	High level
The second sub-hypothesis	60.03	159	.000	1.05312	1.0185	1.0878

The third sub-hypothesis test:

Table 6. Result of the third sub-hypothesis t-test

	Test Value = 3					
	T	Freedom degree	Sig. (2-tailed)	Difference of the means	Confidence distance of 95%	
					Low level	High level
The third sub-hypothesis	-10.203	159	.000	-0.21016	-0.2508	-0.1695

According to the table, for the third sub-hypothesis, $\text{sig}=0.00$ and difference of the means is -0.21016 , also, in the confidence level of 95%, the high level is -0.1695 and the low level is -0.2508 . Therefore the third sub-hypothesis is approved with confidence level of 99%.

The fourth sub-hypothesis test:

Table 7: Result of the fourth sub-hypothesis t-test.

	Test Value = 3					
	T	Freedom degree	Sig. (2-tailed)	Difference of the means	Confidence distance of 95%	
					Low level	High level
The fourth sub-hypothesis	22.778	159	.000	0.55104	0.5033	0.5988

According to the table, for the fourth sub-hypothesis, $\text{sig}=0.00$ and difference of the means is 0.55104 , also, in the confidence level of 95%, the high level is 0.5988 and the low level is 0.5033 . Therefore the third sub-hypothesis is approved with confidence level of 99%.

5. Discussion and conclusion:

Conclusions of the main hypothesis:

In the present study, the main hypothesis and all the four sub-hypotheses were approved. Therefore, it is concluded that, in private hospitals of Shiraz city the situation of collaborative leadership is desirable. Considering that, the statistical population in the present study includes private hospitals of Shiraz city, and being customer-oriented is highly considered in the mentioned hospitals, and updated management and leadership styles are the requirement of the organizations' survival, and it is normal that, the collaborative leadership has a suitable situation in the mentioned hospitals.

Conclusions of the first sub-hypothesis (playing the role of interface)

Tabeli and Majedi explained the collaborative leadership using similar indices. According to the result of t-test for the first sub-hypothesis, $\text{sig}=0.00$ and difference of the means is 1.61 , also, in the confidence level of 95%, the high level is 1.58 and the low level is 1.65 . Therefore the first sub-hypothesis is approved with confidence level of 99%.

Therefore, it can be mentioned that, playing the role of interface among the staff and managers of Shiraz private hospitals is desirable. With respect to the research indices, it can be mentioned that, the staff communicate to each other in a friendly atmosphere, the communication has been facilitated and the groups and team have been generated, and duties and responsibilities are clear.

Conclusions of the second sub-hypothesis (employment of the elites):

According to the result of t-test for the second sub-hypothesis, $\text{sig}=0.00$ and difference of the means is 1.61 , also, in the confidence level of 95%, the high level is 1.58 and the low level is 1.65 . Therefore the first sub-hypothesis is approved with confidence level of 99%.

Therefore, it is concluded that, employment of specialists in various fields, the use of specialists' views, learning from experience and attention to the people are considered as a major capital in private hospitals of Shiraz.

Conclusions of the third sub-hypothesis (collaboration modelling at higher level of management):

This dimension of collaborative leadership style has been studied by Kohandel. In the mentioned study, definition of rapprochement between the authorities is a collaborative leadership method. According to the result of t-test for the third sub-hypothesis, $\text{sig}=0.00$ and difference of the means is -0.21016 , also, in the confidence level of 95%, the high level is -0.1695 and the low level is -0.2508 . Therefore the third sub-hypothesis is approved with confidence level of 99%. But, the results of descriptive statistics indices show that, the mean of this variable is lower than the other variables. So, it is concluded that, the managers of private and social provision hospitals should have a strategic regard to the collaborative leadership and attempt to provide required provisions and design a proper model to establish this kind of leadership.

Conclusions of the fourth sub-hypothesis (prevention of the team going to a wrong way):

According to the result of t-test for the fourth sub-hypothesis, $\text{sig}=0.00$ and difference of the means is 0.55104 , also, in the confidence level of 95%, the high level is 0.5988 and the low level is 0.5033 . Therefore the third sub-hypothesis is approved with confidence level of 99%.

Therefore, it can be mentioned that, the teams are valued in private and social provision hospitals of Shiraz, and the teams are attempted to attend the team' goal which is to make productivity and not to be involved by the other tasks.

Since the present study is descriptive, comparison of the results of this study to the results of the similar studies indicates that:

The used dimensions in the present study to assess collaborative leadership style (playing the role of interface, employment of various elites, collaboration modeling at higher level of management, keeping the team away from going to a wrong way) does not have any incompatibility to the other researches, as in the studies conducted by Mortazavi [6], Ghafuri [3], Mazlumi [7] and Garcia, the same components have been used.

Nowadays, the necessity of the use of collaborative leadership has been proven for most of organizations, and this type of leadership style is almost the common style of successful organizations, as such results have been obtained in the studies conducted by Lugo and Islio and BagherSalimi [1]. Therefore, the results of the present study states the used of collaborative management style in the studied organizations which is consistent with the previous researches.

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