

A Study for the Evaluation of the Role of Executive Leadership at Professional Life and an Institutionalization Process of a Hospital

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ABSTRACT

Aim: Nowadays, in the health care sector there is severe competition among private hospitals due to very sudden increase in the number of hospitals. In health care services, executive leadership is very important in making a critical decisions and performing changes for improvement. In order to make a strategic planning of healthcare management, this study was designed to highlight what lower echelon executives think about the roles of leaders for the medical community at the work life and at the institutionalization process of a hospital.

Material-Method: After approval by hospitals' administration, thirty lower echelon executives were included in the study. A questionnaire was sent.

Results: It was seen that leaders of the medical community in their hospitals did not use their leadership skills, although they emphasized the importance of the process of institutionalization of a hospital, they do not take step forward in this issue.

Conclusion: This study revealed that managers should improve their leadership's skills, they should be unafraid to take step toward institutionalization, and also they should take other workers' ideas into the consideration.

Key words: Healthcare Management; institutionalization; leadership

HASTANELERDE KURUMSALLAŞMA SÜRECİ VE İŞ HAYATINDA YÖNETİMDE LİDERLİĞİN ROLÜNÜN DEĞERLENDİRİLMESİNE YÖNELİK BİR ÇALIŞMA

ÖZET

Amaç: Günümüzde, özel hastanelerin sayılarının hızla artması nedeniyle sağlık sektöründe büyük bir rekabet vardır. Sağlık sektöründe yönetimde liderlik önemli kararların alınması ve ilerleme için gerekli değişikliklerin yapılması için çok önemlidir. Sağlık yönetiminde stratejik planlanmanın yapılabilmesi için, bir hastanenin kurumsallaşması sürecinde ve kendi iş yaşamlarında liderlerin rolü hakkında orta kademe yöneticilerin düşüncelerini saptamak için yapılmıştır.

Yöntem ve Gereç: Hastane yönetiminden izin alındıktan sonra 30 orta kademe yönetici çalışmaya dahil edilmiştir. Anket formu ile değerlendirme yapılmıştır.

Bulgular: Bu çalışma sonucunda orta kademe yöneticilerin kendi hastanelerindeki yöneticilerin liderlik özelliklerini kullanmadıkları, hastanelerin kurumsallaşmalarının önemli olmasına rağmen bu konuda gerekli adımları atmadıklarını düşündükleri görülmüştür.

Sonuç: Bu çalışma yöneticilerin liderlik özelliklerini geliştirmeleri gerektiğini, kurumsallaşma için cesur adımlar atmaları gerektiğini ve bu konuda da diğer çalışanların fikirlerini de almaları gerektiğini göstermiştir.

Anahtar sözcükler: Sağlık yönetimi; kurumsallaşma; liderlik

Nowadays, at the health care sector there is severe competition among private hospitals (1,2). Although, their numbers are increasing very quickly but, the size of the market is fixed. In order to survive and stay viable in health care sector, institutionalization of hospitals is very important (3,4).

An executive manager or a leader uses sectorial sources or finds other sources to reach the sectorial target, usually takes precautions before or at the time of need, to settle on a strategy (5). The most important skill of manager is the ability to organize and coordinate the people working together which leads to increased in productivity.

In order to improve strategic planning of healthcare management, this study was designed to enlighten what

lower echelon executives think about the roles of leaders of their medical community at professional life and a process of institutionalization of a hospital.

Material and Methods

Study Model

This study is based on the evaluation of their leaders, by lower echelon executives.

Participants

After approval by their hospitals' administrations, thirty lower echelon executives, working in the private hospitals in Istanbul, were included in the study.

Questionnaires

After surveying current literature the questionnaire form used in the study was prepared. The form was composed of two sections: Part I was composed of socio-demographic features of participants: age, gender, marital status, number of children, education level, and years at work. Part II was composed of twenty questions related to evaluation (Table 1).

Results

Questionnaires Part I.

Socio-demographic features of the participants are shown in Table 2.

Table 1. The distribution of social-demographic characteristics of lower echelon managers

		<i>n</i>	63,33
Gender	Female	19	63,33
	Male	11	36,67
Age	18-30	15	50
	31-40	14	46,67
	41-50	1	3,33
Marital Status	Married	15	50
	Single	15	50
Number of Children	0	20	66,67
	1	7	23,33
	2	3	10
Education Level	High School	8	26,67
	College / University	22	73,33
Years at Work	0-1	1	3,33
	10-20	10	33,33
	1-5	11	36,67
	5-10	8	26,67
Do you have health insurance?	Private health	14	46,67
	Social security	16	53,33
For how long you have been a manager?	0-5	6	20
	5-10	3	10
	>10	21	70

Table 1. Questionnaires - Part II

	<i>never</i> (<i>n</i> ,%)	<i>rarely</i> (<i>n</i> ,%)	<i>sometimes</i> (<i>n</i> ,%)	<i>frequently</i> (<i>n</i> ,%)	<i>always</i> (<i>n</i> ,%)
1. Are your managers honest and approachable?					
2. Are your managers control-focused and self-centered?					
3. Are your managers open and tolerable to criticisms?					
4. Do your managers support variation and follow the long term aims?					
5. Do your managers support contrary thinking in the organization?					
6. Do your managers make decisions quickly and accurately?					
7. Do your managers care about the decisions of group members?					
8. Do your managers give hope and trust to their environment?					
9. Do your managers possess leadership characteristics?					
10. While solving problems do your managers ask for your ideas and solutions?					
11. Do your managers regard institutionalization as necessary?					
12. Do your managers help the hospital to institutionalize?					
13. Do your managers regard institutionalization as necessary?					
14. Do your managers use any criterion for their decisions?					
15. Do your managers contribute to the hospital by using their leadership characteristics?					
16. Do your managers give importance to values and feelings while making decisions?					
17. Do your managers give importance to advertising systems in order to publicize the hospital?					
18. Do your managers give importance to the total quality of the management?					
19. Are your managers open to new ideas?					
20. Do your managers affect you with their leadership characteristics?					

Questionnaires Part II.

The distribution of the effect of the commonly accepted characteristics of managers and leaders to institutionalization

1. *Are your managers honest and approachable?* Forty-one percent of the participants believed that their leaders are usually honest and approachable.
2. *Do your managers support change and follow long term aims?* Sixty-nine percent of the participants said that their managers usually support change and follow long term aims.
3. *Do your managers take decisions quickly and accurately?* Forty-three percent of the participants said that their managers always make decisions quickly and accurately.
4. *Do your managers care about the decisions of group members?* Forty percent of the participants said that their managers usually care about the decisions of group members.
5. *Do your managers give hope and trust to their environment?* Fifty-three percent of the participants said that their managers usually give hope and trust to their environment.
6. *Do your managers see institutionalization as necessary?* Fifty-one percent of the participants said that their managers usually see institutionalization as necessary.
7. *Do your managers help the enterprise to institutionalize?* Fifty-four percent of the participants said that their managers usually help the enterprise to institutionalize.
8. *Do your managers give importance to advertising systems in order to publicize the enterprise?* Fifty-seven percent of the participants said that their managers usually give importance to advertising systems in order to publicize the enterprise.
9. *Do your managers give importance to the total quality of the management?* Fifty-seven percent of the participants said that their managers usually give importance to the total quality of the management.
10. *Are your managers open to new ideas?* Fifty-seven percent of the participants said that their managers are usually open to new ideas.

The distribution of the effect of the mostly accepted characteristics of managers and leaders to institutionalization:

1. *Are your managers control-focused and self-centered?* Thirty-three percent of the participants said that their managers are sometimes control-focused and self-centered.

2. *Are your managers open to criticisms openly and tolerantly?* Fifty-six percent of the participants said that their managers are sometimes open to criticisms openly and tolerantly.
3. *Do your managers possess leadership characteristics?* Forty percent of the participants said that their managers sometimes possess leadership characteristics.
4. *While solving problems do your managers ask for your ideas and solutions?* Sixty-four percent of the participants said that while solving problems their managers sometimes ask for their ideas and solutions.
5. *Do your managers regard institutionalization as necessary?* Fifty-five percent of the participants said that their managers sometimes regard institutionalization as necessary.
6. *Do your managers contribute to the enterprise by using their leadership characteristics?* Sixty-four percent of the participants said that their managers sometimes contribute to the enterprise by using their leadership characteristic.
7. *Do your managers give importance to values and feelings while making decisions?* Thirty-seven percent of the participants said that their managers sometimes give importance to values and feelings while making decisions.
8. *Do your managers affect you with their leadership characteristics?* Forty percent of the participants said that their managers sometimes affect them with their leadership characteristics.

The distribution of the effect of the rarely accepted characteristics of managers and leaders to institutionalization

1. *Do your managers support contrary thinking in the organization?* Thirty-seven percent of the participants said that their managers rarely support contrary thinking in the organization.
2. *Do your managers use any criterion for their decisions?* Thirty-seven percent of the participants said that, their managers rarely use criterion for their decisions and another thirty-seven percent of the participants said their managers sometimes use criterion for their decisions.

Discussion

In the healthcare field, the institutionalization process of a hospital and the role of executive managers on this process are very important. In the healthcare services sector, as the sector directly deals with human life, mistakes

cannot be accepted. When dealing with human lives, and compared to other less impactful sectors, being a health-care manager, is extremely important. (3,6).

The main role of leaders in this sector is to build links between the hospital, patients and members of the health-care team as well as providing the most suitable environment for diagnosis of problem and treatment of patients while using skills of leadership. The role of executive managers is also to construct patient's trust and keeps confidentiality of patients' information which are top priority issues in a qualified healthcare service (7,8).

Participants of this study belonged to higher education levels groups, according to their responses it was seen that their executive managers must supply benefits for healthcare organization by using their leadership features. However, most of the participants believed that many of the executives do not use their leadership features for the

institutionalization process of their organization, despite their statements that institutionalization is important for organization. Additionally, it is revealed that they do not take the necessary steps to start institutionalization.

In light of this study it was seen that in order to survive and viable in the health care sector, there is a heavy reliance on the shoulders of executive managers. An executive manager must be a leader; she/he has to have the vision and mission necessary to organize to a standardized condition. In order to do this, she/he has to take steps to increase productivity and and increase the income of the by organization improving the quality of healthcare services.

As a conclusion, to become a leader, an executive manager should always strive to improve their leadership skills. leadership features, respect other colleagues' ideas and make an effort for institutionalization.

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