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# Leadership Behaviors and Work Effectiveness: Investigating Private Health Sector Jalalabad, Afghanistan

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### ABSTRACT

**Purpose:** The purpose of the study was to examine and investigate the relationship also to know how leadership behaviors influence work effectiveness in private health sector Jalalabad, Afghanistan.

**Methodology:** Questionnaire has been distributed among 250 employees working in private health sector Jalalabad, Afghanistan. Five private hospitals were selected as population and 250 as sample size for collecting data. The analysis through SPSS shows positive and strong relationship between variable.

**Findings:** The findings show insignificant relations between D.V work effectiveness and I.V leadership task & people oriented behaviors in private health sector.

**Conclusion:** The result explored from this study that leadership behaviors plays important role in work effectiveness however task oriented leadership behavior also show more effectiveness in health sector Jalalabad, Afghanistan.

**Keywords:** Leadership, Leadership behaviors, health sector, Work effectiveness

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## INTRODUCTION

Organizations not only develop vision and goals, but it is very important to design a proper structure and work design to accomplish the targeted and pre – planned goal leadership abilities is one of the most fundamental factor in influencing individuals that work together for achieving specific objectives (*Bass 1985, Yukl 2002*). This is a dramatic organizational change in health sector and their different systems, nursing management, utilizing doctors capabilities, using different innovative technology and managing work team for effective performance in health sector is one of the challenging and difficult task. The style of managers and managerial staff who leads can improve capacity of individuals and other people who lead and work for hospitals acceptance of change and motivating them for achieving quality and high effectiveness level (*Bass & Avolio 1985*).

In this sense studies on leadership behaviors is one of the most critical and important more particularly the research on how leadership different style can influence team performance or organizational effectiveness in health sector, there are specific leadership behaviors, task oriented and people oriented behavior which together build leadership dimensions (*Ekvall 1992*).

Today different new leadership behaviors are developed, the most centered focus however today is on change oriented leadership behavior, the change within any institution is not easy, *Ekvall & Arvonen 1994, Yukl 2006* stated three leadership behaviors these are (1) Production or task oriented leadership behavior which carry and looking for plans carefully, gives clear instruction how work should be done? This behavior is very exact about plans being followed and also it defines and explain the work that required for pre – planned objective to be achieved, (2) Employees (Relationship) or People oriented behavior which considerate for his/her employees and a friendly relation with them, they allow there

subordinate to decide, (3) Change oriented leadership behavior which initiated new work or projects and give understandable thought about the future and they prefer to discuss new ideas.

## STATEMENT OF THE RESEARCH ROBLEM

The task oriented leadership has been defined as a descriptive model of leadership which maintain, and leaders focuses on the tasks that need to be performed they only focus on how certain goals should be meet and considering performance standard as one of the crucial factor while in another hand relationship oriented or people oriented leadership behavior focus on people satisfaction their motivation in short they looking for wellbeing of their team and individuals working for them. Therefore, based on these different seniors the current study focus on investigating how these leadership behaviors influence work effectiveness in private health sector Jalalabad, Afghanistan.

## SIGNIFICANCE OF THE RESEARCH

Based on the problem stated above, All organizations that view leadership behaviors as a part of their key strategy rather than a business expense will benefit far greater than the organization that does not, and will reap the benefits of cost reduction in attrition and increased revenues *Ekvall & Arvonen 1994, Yukl 2008*. The importance of this study is to explain how nurses, doctors and other team members are able to understand and appreciate each other, and capitalize on one another experiences, knowledge and perspectives.

Furthermore, leadership Task oriented and people oriented behaviors is closely related with human resource management in organization to attract and recruit the most talented people from a pool of divers' workforce. Moreover, this study will improve the understanding towards cultural differences and at the same time promotes a better

communication with individuals from difference employee's working in health sector Jalalabad, Afghanistan.

## OBJECTIVE OF THE RESEARCH

The aim of this study was to examine the relationship between two types of leadership behavior task oriented leadership behavior and (2) people oriented leadership behavior and its influence on work effectiveness at health sector Jalalabad, Afghanistan. The study particularly examined and investigated the work effectiveness that derives from leadership behaviors at choosing five private hospitals serving in Jalalabad, Afghanistan. Furthermore, this study centered to examine which leadership behavior is crucial to be implemented in health sector? More specifically the objective of the study will be as followings.

1. To investigate whether leadership task oriented behavior has a positive effect on work effectiveness.
2. To establish what private hospitals in Jalalabad, Afghanistan are doing to effectively manage toward goal attainment.
3. To ascertain the extent to which people oriented leadership behavior can influence individuals work effectiveness in health sector.

## RESEARCH QUESTIONS

The research questions for this study were:

1. How different leadership behaviors influence work effectiveness in health sector Jalalabad, Afghanistan?
2. How people oriented leadership behavior influence work efficiency of nurses and doctors?
3. To what extent task oriented leadership behavior affect the efficiency of private health sector at Jalalabad, Afghanistan.

## LITERATURE REVIEW

Leadership has been said to be the most influential component to organizational longevity. Leaders, specifically those that are effective, are an asset that distinguishes a company from its competition. (*Harper, 2012*) Effective leaders are especially capable of fostering team cohesion and promote the ability to attain goals. What makes an effective leader, specifically in regard to what behaviors an effective leader exhibits, is important due to the impact leaders have on followers' attitudes and behaviors presented in the workplace (*Ruggieri, 2013.*) Effective leaders are more likely to be able to influence and facilitate both individual and collective efforts in order to accomplish workplace objectives. Furthermore, *Harris, Berendt, Malindretos, Scoullis, & Williams, (2012)* have said that good leadership is necessary in order for any organization to be successful long-term. Literature on leadership or relevant to different theories of leadership refined and modified with from a very long time but make it sure that the relevancy should be depends on the context in that it is applied. According to *Cook (2001)* there are five features that describe effective leaders particularly working in health sector (1) Respect, (2) Highlight, (3) Creativity, (4) Supportive and (5) Influencing. *Cook, 2001* also describe different effective leadership types *Cook* have been pointed out all important components of leader's style, creativity and two types of leadership which is according to him important. In other research, such as (*Burns 1978, Bass 1985, Cook 2001, Avolio 1985, Ward 2002*), they pointed that transformational leadership style can be seen as a combination between the employees relation oriented and the change oriented leadership styles. A transformational leaders can characterized as a gardener whole develop and grow culture through stimulating and empowering there staff in a creating thinking and give full freedom or decision, innovation and individual development and growth.

Various research studies has been emphasized health sector management as a profession is people oriented with focus of humanism and this is why probably affecting leadership in this area, actually the nature of health sector or care center is life and death, nursing or caring for life and death should be focused and in this situation managers needs to be aware of their own leadership profile, the defined system and the designed work yes with now doubt health sector need proper attention and training and development as well as skills enhancement therefore managers who are able to combine these have particular success (*LaMonica, 1990*).

The competencies of analytical thinking, knowledge in management, leadership and visioning (*Wallick, 2002*) The demand for change and capabilities development of doctors working for health sector they need to have social awareness, abilities to interpret big pictures, interpreting relationship. Based on *Basses (1986)* argument whether people and task oriented leadership behaviors are more organizationally effective, they noticed higher correlation between transformation and transactional leadership and the nursing quality but in other hand they didn't found any evidence for hypothesis.

### **People Oriented Leadership Behavior and Work Effectiveness**

Based on different research the influence of leadership behaviors can be categorize into two approached (1) one that focus on people and relationship for achieving pre – planned or a common goal, while (2) one are those task oriented there believes are to accomplish goals they should not only focus to people but get work from them (*Bass and Avolio, 1994*) According to Avolio, (1999) leaders are the most important figure of any organization they must be very serious, (*Northouse, 2005*) discussed the examples of relationally focused leadership behaviors that includes transformational leadership that motivate for more work should be done than as expected

from them, they realize the need of other follows (*McKee, 2005*).

Transformational leadership links with positive outcomes on individual as well as organizational levels. Transformational leaders encourages followers to attain higher-order needs like self-actualization, self-esteem (*Bass, 1985*), and are influential in surging followers' motivation in the direction of "self-sacrifice and achievement of organizational goals over personal interests (*Bass, 1995*). Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking" (*Jung, 2008*). Inspirational Motivation affords a cradle of encouragement and challenges followers to achieve the set goals, whereas, Intellectual Stimulation inspires followers to be more creative and innovative in their problem-solving skills. Transformational leaders grade their relationships with followers very high in priority and demonstrate individualized consideration in meeting their needs for empowerment, achievement, enhanced self-efficacy and personal growth. Leadership styles, however, do not embrace all of the factors that influence innovation. As per *Cummings, Midodzi, Wong, and Estabrooks (2010)*, "leadership style alone could not be linked to patient mortality". Instead, the researchers examined that when the organization had associated and consistent organizational culture, patient mortality was on downward trajectory. *Cummings, (2010)* observed that regardless of style, "leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy".

### **Task Oriented Leadership Behavior and Work Effectiveness**

In different with people oriented leadership behavior the task oriented behavior are non-relationally focused style of the leader or supervisor's which comes under management by expectation, instrumental and transactional leadership styles (*Avolio, 1999*). Task-related

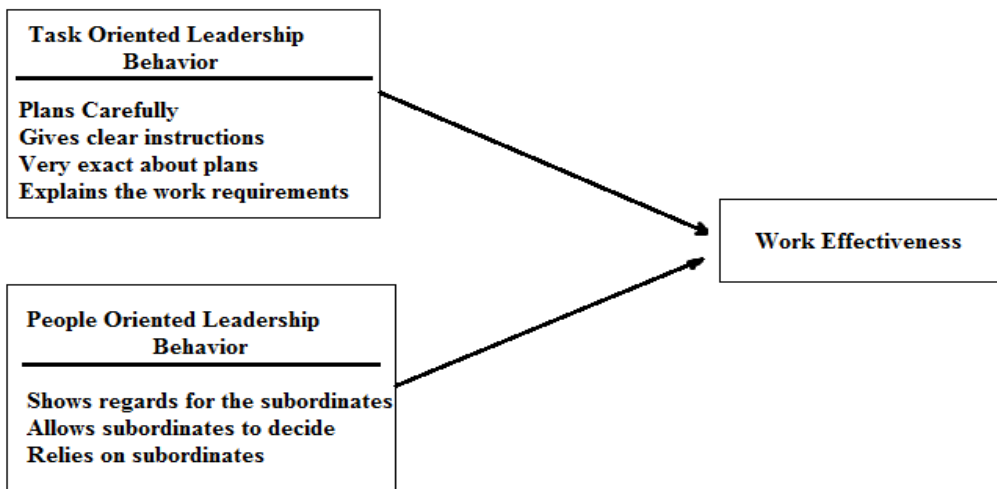
behaviors ensure that people, equipment, and other resources are efficiently used in order to accomplish objectives. The component behaviors in order to meet these specific objectives include planning, organizing, clarifying roles and objectives, monitoring operations, and resolving conflict. *Yukl (2012)* cites various research studies within each component behavior providing evidence that exhibiting each behavior can enhance leadership effectiveness.

*Tabernero, Chambel, & Curral (2009)* examined the role of task-oriented versus relationship-oriented leadership in relation to the development of normative contract and group performance. The results showed that the leaders' behavior influenced the development of normative contracts, group processes, and performance. They found that task-oriented and relationship-oriented behavior roles had a

positive effect on both the development of transactional and relational normative contracts, respectively. The results in this study are supportive of various other studies, maintaining the importance of leadership behaviors in the workplace.

It becomes the leaders' challenge to integrate ideal amounts of each behavior, since each of these dimensions is inextricably tied together. *Derue, Nahrgang, Wellman, & Humphrey (2011)* conducted a study focusing on leadership behaviors and effectiveness. In this study, it was found that behaviors were important predictors of overall leader effectiveness. They concluded that task-oriented behaviors improve performance-related leadership outcomes and relational-oriented behaviors improve affective criteria such as follower satisfaction with the leader.

### Theoretical Framework



### Research Hypothesis

$H_0^1$ : Leadership behaviors have insignificant influence on work effectiveness.

$H_A^1$ : Leadership behaviors have significant influence on work effectiveness.

$H_0^2$ : Task oriented leadership behavior has insignificant influence on work effectiveness.

$H_A^2$ : Task oriented leadership behavior has significant influence on work effectiveness.

$H_0^3$ : People oriented leadership behavior has insignificant influence on work effectiveness.

$H_A^3$ : People oriented leadership behavior has significant influence on work effectiveness.

### Reliability Statistics

Cronbach's Alpha	N of Items
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.717	15
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The reliability were tested by SPSS in current research study the Cronbach's Alpha is .70 which shows that the instrument is used in this study is reliable to carry out the research study the result is shown in above table.

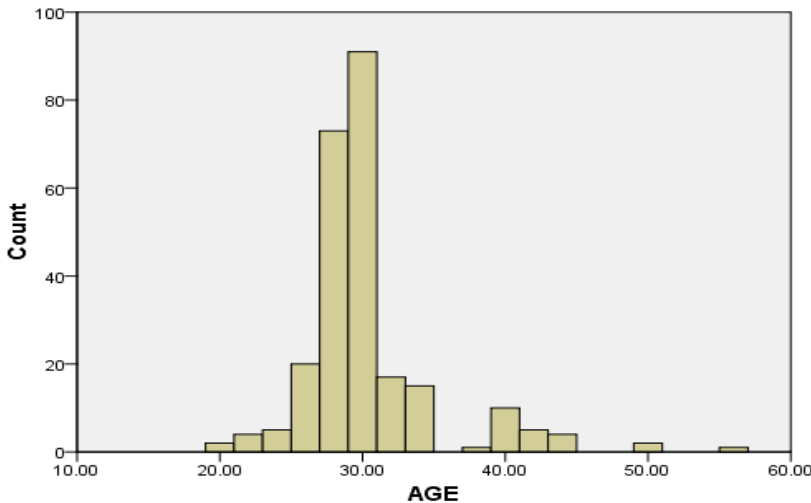
**RESEARCH METHODOLOGY**

The study is descriptive and has been based on quantitative in nature, the current study aims to explore the influence of leadership (Task & People) oriented behaviors on work effectiveness within private health sector Jalalabad, Afghanistan. The population for this study is 5 private hospitals which data has been

collected with the help of convenient sample technique. SPSS and Microsoft excel programs has been used for better analysis of the data. Some important test for instance regression analysis, correlation, coefficient, Annova and the reliability test to measure the reliability of the data which collected from selected hospitals of 250 participants. The data has been collected from five selected private (Rokhan, Spenghar, Medical Complex, Dowa and Bydara) hospitals serving in Jalalabad, Afghanistan.

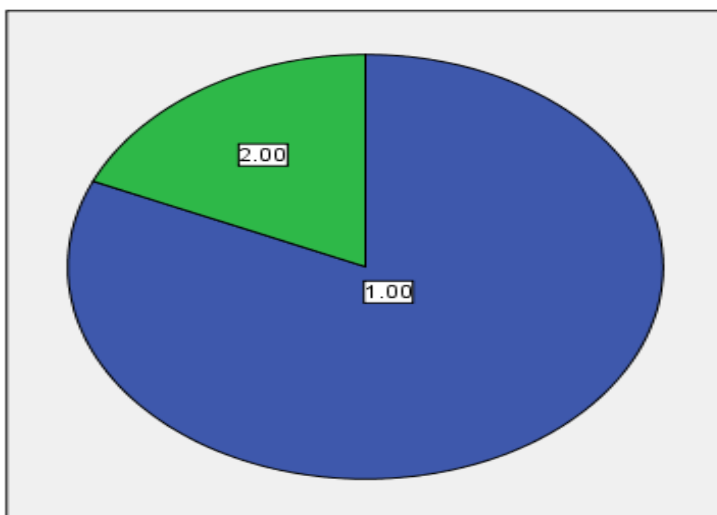
**DATA ANALYSIS AND RESULTS**

**Demographic Profile Result:**



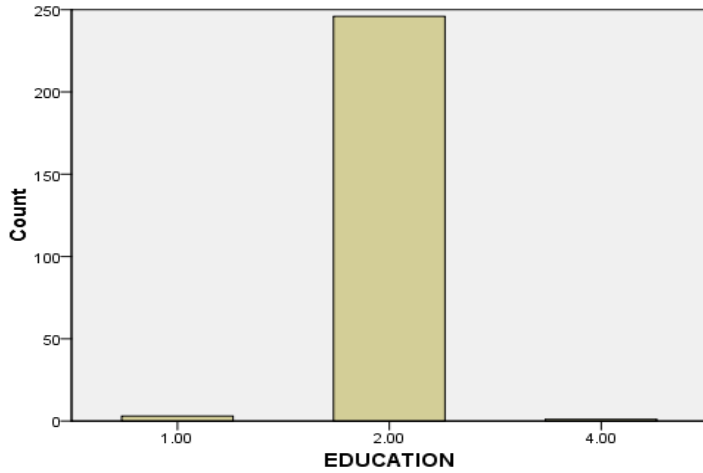
**AGE GRAPH**

The graph shows the result of participant age it seems that most of the participant ages are between 21 – 30 which is satisfactory.



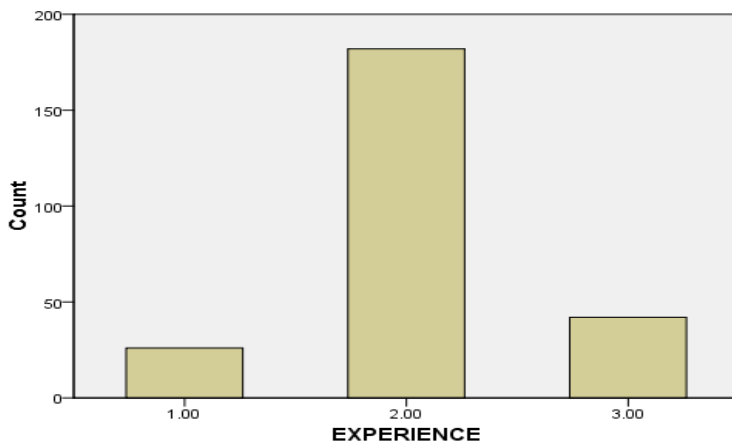
**GENDER GRAPH**

The current research study has been conducted in Jalalabad, Afghanistan. The female ratio is lower than male working in different institutions the graph shows that most of the participants for this study were male and less participant were among female doctors or nurses working for various private hospitals in Jalalabad, Afghanistan.



**EDUCATION GRAPH**

In demographic section the participant were asked to mention there education level for this research study most of the participant are in MPH level while very less of them are MD level.



**EXPERIENCE GRAPH**

The participant were also asked to mention their experience level the study explore that most of the participant experience were between 6-10 and then 11-15 finally less number of participant were between 1-5 level years' experience.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325	.106	.099	1.74876

a. Predictors: (Constant), People Oriented Leadership Behaviors, Task Oriented Leadership Behaviors.

The table model summary regression coefficient R = .325 expresses that the relationship exist between dependent variable (work effectiveness) and Independent variable (leadership behaviors) the result in this

summery for R Square = .106 which shows the difference between variables and the adjusted R Square is = .099 explore that 09.9% change in work effectiveness is made by independent variable.

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.438	2	44.719	14.623	.000
	Residual	755.366	247	3.058		
	Total	844.804	249			

a. Dependent Variable: Work Effectiveness

b. Predictors: (Constant), People Oriented Leadership Behavior, Task Oriented Leadership Behavior.

The significance value is 0.000 while in above anova table the F value for this study is = 14.623 which is insignificant which is less than  $P \leq 0.05$  it is suggested from analysis above

that the overall model statistically insignificant valid and fit. Furthermore, the study suggests strong relationship between variables.

**Coefficients**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	15.425	1.229		12.547	.000
1	TOLB	.057	.030	.116	1.930	.055
	POLB	.255	.052	.297	4.927	.000

a. Dependent Variable: Work Effectiveness

Coefficients table shows the value of sig between the variables which is less than 0.05 which mean reject H01 and accept HA1 which

explore the relationship between variables, if 1 % increase in leadership behavior the work effectiveness will increase by 29.7 %.

**Correlations**

		TOLBNEW	POLBNEW	WENEW
TOLB	Pearson Correlation	1	.060	.134*
	Sig. (1-tailed)		.173	.017
	N	250	250	250
POLB	Pearson Correlation	.060	1	.304**
	Sig. (1-tailed)	.173		.000
	N	250	250	250
WE	Pearson Correlation	.134*	.304**	1
	Sig. (1-tailed)	.017	.000	
	N	250	250	250

\*. Correlation is significant at the 0.05 level (1-tailed).

\*\*. Correlation is significant at the 0.01 level (1-tailed).

The correlation matric expresses the relationship between variables (I.D) leadership behaviors and (D.V) work effectiveness the analysis which has been done for this study expresses relationship between variables at different degree both at 0.01 and 0.05 levels of significant ( $P < 0.01$ ).

Current study has been explored the relationship between different leadership behavior (task and people) oriented behaviors and work effectiveness in private health sector Jalalabad, Afghanistan. The designed for the study were quantitative technique 250 questionnaires was distributed for collecting data from relevant private hospitals working in Jalalabad, Afghanistan. The Cronbach's alpha Reliability test of questionnaire items were

**DISCUSSION**



found reliable and acceptable (.717) it was valid enough for data collection hypothesis has been tested, the majority of participant were among male doctors rather than females shown by descriptive analysis. SPSS 21.0 version is used for entire data analysis.

## CONCLUSION

It is explored by many research scholars that leaders are main and crucial factor for any organization to be successful leadership different behaviors plays significant role in organization effectiveness as well as work effectiveness, the current study examined how leadership (task and people) oriented behaviors can influence work effectiveness in private health sector Jalalabad, Afghanistan. Various tests have been implemented for this study

which shows relationship between independent variable (leadership behavior) and dependent variable (work effectiveness). Hence the result is leadership behaviors plays important role in work effectiveness however task oriented leadership behavior also show more effectiveness.

## FINDINGS AND FUTURE DIRECTION

The findings shows positive relationship between variables for this study, in most cases leadership people oriented behavior is not as much effective in health sector Jalalabad, Afghanistan as compare to task oriented leadership behaviors. The current study can be elaborated and examined in other sector and industries for instance Bank sector, education Sector and telecommunication sector.

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