CHAPTER II
LITERATURE REVIEW

A. Literature Review

There are many different competencies within the field of leadership but generally speaking leadership ability to define vision and guide individuals and groups toward vision while maintaining group promoting teamwork commitment and, to achieve senior leaders must understand leadership practices behaviors needed to nurture culture of care and improvement of health services, and understand the culture alone not enough, advantage of leadership also continuous provision of health services continuous manner and building of necessary linking goals and clear priorities to the whole level of the council, inspiring vision, convincing strategy, learning and responsibility.

Improving leadership within the organization should enable more effective implementation and ownership of changes, but also retain staff reduce stress, and improve job satisfaction and career advancement (Beech2002)

Good leadership important for the success of any organization health care organization. Good leadership more than just important, it is absolutely critical to the organization success why critical but also challenging in healthcare organization.

Leadership can improve and develop individual skills, increase knowledge in organization and transformational leadership important to play in organizational culture in development of shared vision and shared goals in the health institution.

Today, leadership and environment health services managers need to achieve, maintain professional competence in order to perform successfully. To do so they must participate in professional improvement includes many types of learning and skill.

1. **Definition of Leadership**

Leadership is the ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action (Avolio1999) identify key elements any leadership situation as follows

a. Leadership is activity or process

b. The leadership process involves such things as influence exemplary

c. It including also the actors

d. All goals achievement

2. **Type Of Leadership**

a. **Transactional Leadership**

Leadership model that occurs when pattern of relationships between leaders with constituents or between leaders and other political elites based on the spirit of exchange of economic or political interests to according (Bycio1995) Transactional leaders provide several advantages through their abilities to handle small operational details efficiently and quickly. Transactional leaders handle all the aspects that come together to build an effective team, while keeping the employees productive and on front line. The transactional approach is best suited to the attainment short term goals. However, transactional approach has the disadvantage of doing little to create a feeling of loyalty or job satisfaction. Transactional leadership uses rewards and penalties to improve the quality of service in the organization.

b. **Transformational Leadership**

According to experts is defined as Leadership style that prioritizes the provision of encouraging opportunities of all elements or elements of the school (teachers students staff parents communities around and others) to work on the basis of the value system noble, all elements school are willing to participate optimally in achieving school vision. According to (Denim2005) transformational leadership ability to work with or through people,

another to transform optimally organizational resources within order to achieve meaningful goals in accordance with target achievements that have been set (Yuki1989)

According (Bass1988) defines Transformational leadership as leader who has been power to influence subordinates in certain ways (Yuki1988) with the application subordinate transformational leadership.

Transformational leader is a person who stimulates and inspires (transform) followers to achieve extraordinary outcomes and (Coulter2007) Leadership with transformational systems mainly in many sectors, notably the health sector where good leadership is one of the key factors affecting the success of this sector in achieving the goals and raising level of services and increase levels of efficiency in performance in general commensurate with the aspirations of those who have access health services provided (Avoilio2000)

The importance of the integrated leadership system on health services sector great role in improving services provided and upgrading these services to suit the modern age variables and the importance of leadership and role in health sector (Bass2006)

Identify patterns of leadership that can achieve objectives of work in the health sector. This emphasizes the importance of

leadership and its necessity in the field of health services and highlights implications of the leadership system in health management, ability of leaders to follow leadership pattern that reflects nature of administrative thought adopted by institutions to achieve, The objectives and impact leadership thinking on the response of employees to decisions and orders that are issued (Avoilio2006)

The leadership and health management contribute to the success of the management health institutions and employees and help to reach better levels of competitiveness , the ability to direct employees to achieve the desired goals, administrative leaders contribute to effective decision-making encourage employees to interact positively with those decisions less (Bass1998)

A measure of resistance with the clarification of the nature of variables surrounding, health administrative work system and help these employees to respond to those variables depends largely ability of leadership to get confidence of workers and not only to give orders only. Through the mutual trust between leaders, the staff, short health work cannot succeed without participation of all workers in different sectors in achieving success.

Transformational leadership involves working on development and keeping pace with modernity various elements involved in health work.

Includes continuous updating of tools equipment (Hashemi2013) developing administrative system, employing modern technological tools administrative work, and developing skills of workers in providing health services themselves, ensuring provided (Arrons2006)

The best skills enable them to provide good health services with attention to leadership development and to ensure that leaders with excellent competence field of administrative work able to keep abreast of recent developments can respond effectively to the rapid changes especially face ongoing challenges in improving the quality of health services, with increasing demand lack of financial resources cover needs of all those wishing to benefit from these services. Health leadership and management play large role supervision; the organization and guidance to work motivate employees towards continuous improvement, addition to employing modern ideas and contemporary administrative applications to achieve the level of services provided to the best possible levels (Harburg1996)

Transformational leadership process in which the leader and followers seek to advance each other to reach highest levels of motivation ethics (Roberts2003) while some see series of actions by leaders to motivate employees accomplish unexpected work, primarily without the presence of those leaders who challenge them to achieve results and achievements, while others believe core of transformational leadership to transform followers into leaders of change (Yuki2003) Focus on long-term goals with emphasis building clear vision, motivating and encouraging employees to implement vision, while working on change , modify existing systems to fit this vision (Bass1995)

The transformational leadership starts from a number of foundations, most important of which are in hospitals: Will feel trusted valued loyal and respectful to leaders eventually subordinates will be motivated to do more than expected.

3. Four Factors Of Leadership

a. Personal Ability Factors

The understanding personal ability combination of potential since leader into world as a human being and the educational factors he gained. Person with basic leadership ability will be great you get educational treatment from the environment, otherwise

will only be a regular and standard leader. Conversely if human beings were born not with potential leadership but get educated treatment from environment will be leader with standard capability as wells between innate potential and environmental education two inseparable things determine greatness of a leader (Bass2006)

b. Position Factor

Understanding position power structure leader occupies. Position cannot be avoided especially in modern life today, everything seems to be structured. Two people have been same leadership skills but one position and other does not lose influence (Yuki2000)

c. Situation and Condition Factors

The notion of situation condition that involves leadership behaviors needs of the organization difficult to advance because members of organizations that are not progressive personality then need transformational leaders. Also note that situation normally has a greater effect on leader's action than his or her traits .this is because while traits may have been an impressive stability over period of time they little consistency across situation (Mischel1973)

B. Hospital

There have been different definition of hospitality broadly speaking hospital act of kindness in welcoming and looking after basic needs of guest or strangers mainly relation food drink and accommodation the hospital a training center for health workers , medical research centers. hospital, also develop diagnosis for all types of diseases and treatment using modern methods through the following sections internal diseases chest diseases gastrointestinal diseases neurological system dermatology physiotherapy rehabilitation nutrition and diet heart vascular surgery heart disease neurosurgery general, surgery pediatric surgery anesthesiology orthopedics, Ear nose and throat plastic surgery urology obstetrics and gynecology pediatrics and diseases oral and dental diseases and other surgical and subsidiary sections (Griffin2006) hospital are health services institution have been organized medical and other professional employed and inpatient facilities health services 24 hours per day 7 days per week .they offer varying range of acute convalescent and services using diagnostic and curative services.

1. Function Hospital

a. Patient Care

Primary function refers to any kind of care given to patients by the health services team member example physician and

physical and nurse dietitians it includes health teaching to patients (Griffin2005)

b. Health Promotion

Function preventive function emerging function for the hospital community health center taking active role to improve health of population it serves .hospital a major community health centers can sponsor program of environmental and occupation health.

c. Health Related   Research

That focuses on the improvement of health and prevention of diseases health personal education. Education of professional and technical personnel who provide health services example nurse dentist's therapists and technicians (Turner2006)

2. **Classification of Hospital**

a. Type of services

Two group of hospitals: general and special.

b. General Hospital

The most common types of hospitals public hospitals, which deal with different diseases and injuries, contain emergency units deal immediately with critical emergency situations. Public hospitals are the largest health institutions, contain central care

unit is specialized units of surgery, beauty, generation endoscopes. Also contains ambulance unit and public hospitals large cities their size differ from one hospital to another

c. Special Hospital

   They limit their service to particular condition orthopedics maternity- pediatrics and geriatrics.

d. Admiration Ownership Control

e. Governmental or public hospital:

f. Private

   1) Proprietary

   2) Voluntary

   3) Length of stay

g. Type Of Medical Strafe

h. Hospital Department

i. Health Service Department

   1) Medical department

   2) Nursing department

   3) Paramedical department

   4) Outpatient department

   5) Accident and emergency department

   6) Operating department

j. Non –Professional Health Service Department

   1) Admitting department

   2) Personnel department

   3) Purchasing department

   4) Medical records

   5) Laundry.

3. Health Services

Human being our health service and the care about is a matter of daily concern regardless of our age socio and economic or ethnic background consider our services to be our must basic and necessary for health services provide health promotion services disease prevention, health maintenance patient counseling and education diagnosis and treatment of acute and chronic diseases. Primary health care centers are organized to meet needs of patients with unclassified problems taking care of the vast majority of patients concerns needs at primary health care center itself (Abookire2005)

Health service centers are usually located in the residential area surrounding patients facilitating access to health service centers while maintaining a wide range of specialist and institutional relationships for counseling and patient referral to meet specific care needs structure of the health service center includes team of health

professionals led by and supervised by family health consultants and specialists (Salemi2004)

4. Measuring Health

The general concept health useful for management and policies, can also support doctors in daily communication with patients because focuses on empowerment of patient measuring process itself an essential element health , safety management system, its operation of will also need to be monitored (Saraceno2007)

Also the term service user to include

Leadership in hospital improve health services Leadership development has been identified as an area that will need to be addressed if healthcare services are to provide quality safe compassionate care (Pendleton2012)

The hospitals are labor intensive organization and involved large number of professional who are working in life and death activity leadership is one of the areas which attaches lot of significance hospital administration (Shale2012) With heightened emphasis on imperatives to improve the quality and efficiency of healthcare delivered U.S. hospitals and health systems, improve programs and skill in leadership are increasingly common offerings within

health services   organizations, but linking such initiatives develop efficiency development programs few.

C. Previous Study

1. David Reeleder, 2006Leadership and priority setting: The perspective of hospital CEOs.

Balanced Scorecard consists of two words namely balanced defined as balanced and then used in measuring staff performance in aspects financial and non-financial internal and external, then long-term and short-term. Balanced Scorecard is Scorecard used to record the score of executive performance results. Word Balanced is intended to show that executive performance is measured in a balanced way from two perspectives.

a. Methodology

A qualitative study involving interviews with 46 Ontario hospital CEOs was done to describe role of leadership in priority setting through the perspective of hospital leaders. For the first time, report a framework ofleadership domains including vision, alignment, relationships, values and process to facilitate priority setting practices in health services' organizations. believe this fledgling framework forms the basis for sharing of good leadership practices for healthreform. It also provides a leadership guide for

decision makers to improve the quality of leadership, and in doing, believe, fairness of priority setting

Financial Perspective inthe balancedscorecard financial performance of concern due to financial size of economic consequences caused by decision taken,fnancial performance shows strategy target strategy strategic initiatives and their implementation able to contribute within generate profits for company and customerperspective performance very important considering increasingly strict today competition in maintaining old market share seizing market share new. First set market share that be targeted as well identifying desires and needs of customers in segment, that benchmarks can be more focused. The benchmark divided into two groups core measurement support groups (Norton2000)

b. Problem Research

The purpose of this study to describe the role of leadership in health services priority setting from perspective of hospital.

c. Result

Leadershiphas had been showed importance of strategic in implementation of change. Management must be linked to enterprise's strategic vision and objectives.

d. Conclusions

The perspective of leaders in health services organizations framework leadership characteristics to facilitate priority setting leadership important to improve health services.

2. **GrahamDickson (2009) Transformations in Canadian Health Systems Leadership: An Analytical Perspective**

The government system in Canada uses a federal system with ten provinces. Which since 1976 has been separated by bretinue parliament for its political structure itself formed from British North America Act (BNA) for autonomy Canadahas been full power extends even to Americans, Canadian federal government using autonomy in all aspects of life that concerns on national almost all funding is allocated to province such as education infrastructure and infrastructure health services. At beginning of decade only a few programs were associated with health insurance is carried out by local government industry and voluntary organizations often also called health insurance.

a. Problem Research

Advancing science, progress made in budget reductions all these factors drive health towards a major shift and create improve health leadership from health services system perspective.

b. Result

The result was the pan-Canadian health systems leadership capabilities Canada as with leadership roles across all industries; one of position's key components is leadership ,The effective leadership for   doctors and nurses very important because responsible for continuous improvement in hospitals also qualities of leadership is very important to deal with problems in hospital because responsible for life of man especially transformational leadership, characterized by good communication between the patient and doctors and nurses Its very important role in improve services.

c. Conclusion

Health service delivery in Canada under significant pressure to change, ability to inspire individual and organizational excellence create shared vision and success fully leadership.

3. **George,Boak, et. al., 2015 Distributed leadership, team working and service improvement in healthcare.**

The current health care system prioritizes service Patient-centered and patient-centered care provide quality service satisfaction to the patient and avoid of unexpected events (Burtscher2012) research says inter profession collaboration develop effectiveness

Patient health and safety services. According to collaboration which effective among health team members to facilitate implementation develop health services, the devlope of collaboration Inter profession in health services becomes matter that needs to be prioritized by all health care organizations.

a. Methodology

Casestudy qualitative and quantitative information gathered from one physiotherapy department over period of 24 months.

b. Problem Research

Relationship collaboration within health services involves number of healthcare professionals however collaboration between doctors and nurses is a key factor for improvementquality of care process (Vazirani2005) Institute of Medicine (IOM, 2001) states effective cooperationteam and organizational system improvement plays major role in providing patient-centered more secure effective and efficient service. Collaboration works well if every team member understands each other Roles and responsibilities of each profession have the same goals recognize expertise each profession exchange informationwithopenhave been ability to manage and perform good tasks individually as well as with groups in teams (Pethybridge2004).

c. Result

case study performance of a physiotherapy health services has been improvement by introduction of specialist skill while leadership skills can develop organization are to be applied effectively need to be focused teams develop of a team working ethos and systems to support it and the distribution of leadership responsibilities more widely within department, suggested principal factors have enabled the success of the initiative in this case. It will be particularly interesting to evaluate whether these factors were present in other cases of improvement of kind of distributed leadership in health services.

d. Conclusions

The results of research conducted by (Whitney2000) in line with (Hansn2000) team works well when both the nurse and doctor do their job well according their skills, efficient collaboration between professionals will provide a comprehensive service to the patient , quality of care and patient satisfaction increase also health services (Schellenberge2003)

Doctor-nurses improved the quality of nursing care. According to (Oandasan2006) (Scadewald2013) inter professional collaboration will improve quality of care to the patient treatment

period Shorter cheaper maintenance costs as well as reduced expenses and Work stress on health profession team. While results of study performed by (Fitzpatrick2010) shows cooperation Inter profession associated with reduced mortality, increases job satisfaction patients and health teams. Inter profession cooperation occurs when various health professionals.

4. **Nielsen Karina,et. al., 2008 the importance of transformational leadership style for the well-being of employees working with older people.**

Some evidence that transformational leadership style linkedto employee job satisfaction and well-being. However, it not clear whether this due to (i) direct relationship between leadership and job satisfaction and wellbeing outcomes or (ii) whether followers' perceived working conditions mediate this relationship.

a. Methods

A cross-sectional design was applied to data from questionnaire study of 447 staff caring for older people in denmark. Data were collected in 2005. theory-driven model of relationships between leadership, working conditions, job satisfaction and well-being tested using structural equation modelling.

b. Results.

The transformational leadership style closely associated with followers working conditions, namely involvement, influence and meaningfulness. Involvement was associated with job satisfaction and meaningfulness associated with well-being.However, working conditions were closely correlated with each other, the mediating mechanisms may operate through several different working conditions. A direct path between leadership behaviour employee wellbeing found.

c. Conclusion.

Considering working conditions in absence of studying leadership behaviour may reveal an incomplete picture of impact and work relationships well-being. Work re-design interventions focused on influence may benefit from consideration of training managers to exert transformational leadership behaviours.

D. Theoretical Framework

Transformational leadership developed in late 20th century by (Burns1978) Transformational suggest that transformational leaders motivate followers to do their best and make performance exceed expectations by shifting leadership to them to overcome self-interest and achieve a higher goal.

Transformational leaders achieve these results in one or more ways: may be charismatic to their follower sand inspires them, may meet emotional needs of each employee and/or may intellectually stimulate employees (Hidayah2015)

These realities of the marketplace have put tremendous pressures on companies in hospital increase their efficiency and effectiveness and, even more fundamentally, creativity bring to product/process improvements and development (Lowe2000)

Transformational leaders motivate their followers to domore than they really expect can do, increasing sense of importance and value of tasks, stimulating them to surpass their own interests and direct themselves to interests of team, organization or larger community raising level of change to a higher level .

Effective application list skills transformational leadership sincludeexistencecertain attributes transformational leadership. creativity,team orientation, appreciation of others teaching, responsibility and recognition (Yuki2006).

The transformational leader convinced followers to transcend self-interest for sake organization, while elevating the followers' level of need on Maslow's (1954) hierarchy from lower-level

concerns for safety and security to higher-level needs for achievement and self-actualization (Bass2008).

Inspirational motivation involves behavior to motivate and inspire followers by providing a shared meaning and a challenge to those followers. Enthusiasm and optimism are key characteristics of inspirational motivation (NurHidayah2015).

Intellectual stimulation allows leaders to increase their followers' efforts at innovation by questioning assumptions, reframing known problems, and applying new frameworks and perspectives old established situations challenges (Bass2000).

Intellectual stimulation requires openness on part of the leader. Openness without fear of criticism and increased levels of confidence in problem solving situation combine to increase self-efficacy of followers. Increased self-efficacy leads to arising effectiveness (Bandura1977).

Individualized consideration involves acting as a coach or mentor in order to assist followers with reaching full potential. Leaders provide learning opportunities and a supportive climate (Riggio2006)

Transformational leaders have charisma, inspiration, intellectual stimulation and individualized consideration of employees (Avoilio2004)

Transformational leadership confronts reality by drawing on intellectual capital, know-how and learning. It influences learning positively, challenging existing level to influence organizational innovation and improve performance (Argyris1996)

Several studies have been confirmed leadership in general and transformational leadership particular can be taught and learned whenever necessary preparations were innate or acquired. Transformational leadership can be learned and must be the subject of managerial development. The importance of preparing and training leader's lies fact choice of leaders may not always be successful, any selection of leaders does not necessarily lead to leaders who in line with the proposed model (Bass1990)

According to transformational leadership connected to empowerment through self-efficacy.

1) Charisma or idealized influence

2) Inspirational motivation

3) Intellectual stimulation (Conge1988)

4) Individualized consideration

Transformational leaders motivate their followers with a Vision that greater than themselves they encourage set clear goals have high expectations stir emotions and get people to look beyond their self-interest to accomplish something important they inspire (Commings2010) transformational leadership modern approach inspires leaders and followers to overcome abilities increase their performance and give them self-confidence to provide the best service to patient in hospital using efficient resources with clear support for their social and emotional needs.

E. Conceptual Framework

Transformational leadership is the most current popular forms of leadership today.change constant in any environment; it has no beginning and no end. In order to keep up with ever demanding global market,great competition among hospitals to improve quality service change inevitable. In order to sustain, succeed, thrive, your business needs to keep up with ever changing environment. Transformational leadership key stepping stone for making change happen.

The characteristics of such traits, abilities, behaviors, capacity can be associated as transformational leadership as insight thinks long-term, detailed and critical, information seekers, interpersonal relationship builder, able to inspire, influence and provide stimulation, aware of

internal and external context act as good strategist. Make observations and interpret the organizational environment of actual also can make potential, build structures processes and relationships will maximize effectiveness of current organization the organization's ability to adapt in the future(Hidayah2015)

Through effective strategic leadership, organizations analyze of strengths, weaknesses, threats. Effective leadership for quality and growth of organization by bringing new techniques, reform the structure, training and workshops to provide knowledge and skills on time to immediately correct error empowerment customer service and minimize risk to get competitive advantages. These competitive advantages can only be maintained with continuous quality management to keep customers satisfied and loyal (Hidayah2015)

Transformational leaders inspire, motivate, empower followers; people havebeen urge to follow these types of people. Being a part of leading transformation within yourself organizations can be confusing, difficult disheartening.

1. **Idealized Influence called charisma:** shown as attributes and behaviors. Transformational leaders are deeply respected by their followers. provide a clear vision and sense of mission for followers.

Transformational leaders were strong role models; followers identify with them and want to copy or imitate them.

2. **Inspirational motivation called Inspiration :**transformational leaders enhance team moral. communicate high expectations to followers and inspire them through motivation to become committed to becoming part of shared vision of the organization.

3. **Intellectual Stimulation:** transformational leaders seek from their followers' innovation and creativity. They foster new ideas and new ways of getting things done. encourage change confront others to challenge their own beliefs values as well as those of leader and organization.

4. **Individualized consideration :** transformational leaders provide a supportive environment where differences were respected. listen to needs of their followers were aware of individual concerns. They were mentors in which they coach and advise followers to becoming fully actualized.
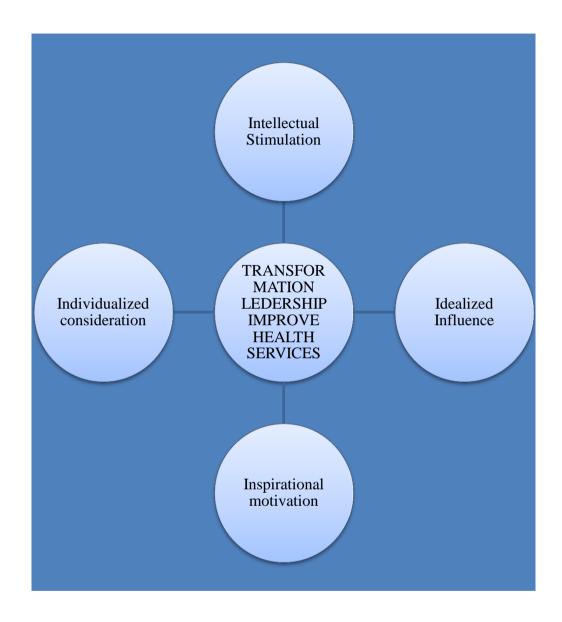
Figure1:2Conceptual Framework How leadership Improve Health Services