



Research Article

## EVALUATING MANAGERS' LEADERSHIP STYLE, CAREER SELF-EFFICACY AND BURNOUT AMONG NURSES

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### ABSTRACT

**Introduction:** The present study examined the relation between managers' leadership style and burnout through career self-efficacy in the framework of a scientific model. **Methodology:** The study participants included 240 nurses (205 women, 35 men) from Shiraz city hospitals who were selected based on random multistage cluster sampling method. The participants completed three questionnaires of leadership style inventory, career self-efficacy and burnout. The model was analyzed using multiple regression method in simultaneous style based on Baron & Kenni stages. **Result & Conclusion:** The results showed that: a) managers leadership style is predictive of burnout dimensions, b) managers leadership style is predictive of career self-efficacy dimensions. Totally, the present study findings and Sobel test results showed that career self-efficacy has a moderate role between managers' leadership style and burnout.

**Keywords:** leadership style, career self-efficacy, burnout.

### INTRODUCTION

Among features of a healthy organization is that its personnel mental and physical health is under the organization consideration as much as production and efficiency. Mental health in workplace means preventing from mental distresses and behavioral disorders in personnel and making setting and work mental space safe <sup>[1]</sup>.

Burnout is among complication relating to work and job risks which has been under consideration in recent years due to negative impact on personnel, organizations and patients. Social services occupations personnel are considered among the first candidates of burnouts and nursing is one of stressful jobs, since the nurse is one who is responsible of the patients' 24-hour control and monitoring and naturally is continuously exposed to multiple stressful factors and there is no doubt that in long term these factors could cause

burnout occurrence<sup>[2]</sup>. Burnout is a mental syndrome constituting from emotional weariness ( the feeling of mental potency depletion), depersonalization ( negative response, void of sensation and along with excessive inattention towards service receivers) and reduction of personal success feeling ( reduction of competency and success feeling in the job) that the individual causes severe drop of healthcare services quality by creating negative vision from herself, negative attitude towards the job and lack of relation sense with the client when providing care <sup>[3]</sup>.

Then, burnout besides negative impact on the individuals, encounters the organizations with considerable costs and consequences. People low working performance, low levels of organizational commitment, high treatment costs and reduction of factors like job satisfaction, creativity, problem solving ability and innovation are among negative impacts

which are experienced by the organizations as a result of burnout<sup>[4]</sup>. Burnout is epidemic, it means that a person who is caught burnout, afflicts a group of his colleagues very soon. For this reason and due to destructive impacts burnout might have on people effectiveness and performance, its diagnosis and preventing from spread in organizations sees necessary<sup>[5]</sup>.

Burnout as a phenomenon relating to work and workplace is the result of some factors and one of main reasons of its accession is the method which is adopted by supervisors and managers of the organization as leading and controlling people style for themselves. Management evolutions in the two last decades and presence of organizations in today competitive and complex world reminds this point that management like other sciences requires special skill and specialty. Managers not only should know their surrounding environment but they should manage their organization with domination on principles and techniques and using required tools. Management is a process of planning, organizing, leadership and control the organization members efforts and using other organizational resources for achieving given or declared goals if the organization and leadership which is one of management's five main duties is considered as the ability to influence others for achieving organizational goals<sup>[6]</sup>. In this respect, Fiddler proposes two basic leadership styles of task-oriented and relationship-oriented. Task-oriented behavior points to the extent to which a leader is likely to organize and define a group members of his subordinates roles, explain what activities they are going to perform and when, where and how these tasks are going to be performed, while relationship-oriented behavior points the extent to which a leader is likely to establish personal relations among himself and his group members (subordinates) by opening relation channels, responsibility resignation and giving opportunity to subordinates for using their potential abilities. This behavior is specified by social-emotional support, friendship and mutual trust. Generally, if the manager selects an inappropriate leadership style, it leads to reduction of people and organization efficiency on one hand and one the other hand is considered the factor creating burnout in personnel, while using a suitable leadership pattern for each organization stimulates strong spirit and motivation in personnel and causes increase of

occupational self-efficacy and then their satisfaction with their job<sup>[7]</sup>.

Regarding the perspective of cognitive – social theory, many human behaviors are controlled and exited by self-influence mechanism and the most important self-influence mechanism included personal self-efficacy beliefs, then in an organization individuals Career self-efficacy is considered as the individual judgment about his abilities for performing main tasks in given professional and occupational framework among success gain and adaptation components and by increasing motive and behavior, it causes increase of individual participation in occupational tasks and behaviors and causes the individual to feel he can perform the assigned duties successfully. If this belief is reinforced and other environmental and organizational conditions are provided, the individual can confront the existing challenges in workplace and achieve success<sup>[8]</sup>. This act result is the organization success in attaining predesigned goals and preventing from burnout accession overtime, while week career self-efficacy may limit the domain of occupational activities and finally leads to suspension against occupational tasks and reaching burnout feeling. In this basis, lack of career self-efficacy could be considered among emotional circumstances of burnout accession in workplace.

Regarding the discussed cases and the role of leadership styles and career self-efficacy, the present study seeks to study these assumptions: 1- managers' leadership style significantly predicts nurses' burnout. 2- managers' leadership style significantly predicts nurses career self-efficacy. 3- Career self-efficacy plays the moderate role in the relation between managers leadership style and nurses burnout.

## **MATERIAL AND METHODS**

The present study is correlation and of route analysis type during which in the format of a scientific pattern, the relations between managers' leadership style (exogenous variable), career self-efficacy (moderate variable) and burnout (endogenous variable) have been explained. The studied statistical population in this research is all nurses (men and women) working in Shiraz City hospitals with diploma, bachelor and master's degrees who had at least 1 year working background in 2015 that among them 6 hospitals were selected by random multistage cluster method, then totally 240 nurses were tested.

For examining variables of this study, the following questionnaires were used:

Leadership style questionnaire (Luthans, 1985): the questionnaire included 35 questions relating to managers leadership style based on two styles of relationship-oriented (15 questions) and task-oriented style (20 questions) which is based on Likert 5-degree scale (always, often, sometimes, rarely and never). Validity and reliability of Luthans leadership style questionnaire has been examined and confirmed<sup>[1]</sup>. In the present study for determining its reliability, each item with its relating factor correlation coefficient was used that the domain of correlation coefficient has been 0.48-0.67 for relationship- oriented and 0.49- 0.68 for task-oriented styles. Also, for calculating the questionnaire reliability, Cronbach alpha coefficient was used that in task-oriented style, it was obtained 0.74 and in relationship-oriented style it was equal to 0.77.

Career self-efficacy questionnaire<sup>[4]</sup>: this questionnaire is made from 31 items which have 4 components for assessing beliefs of individual self-efficacy, individual consequences anticipation, collective self-efficacy beliefs and collective consequences anticipation. Each

item has a five- degree answer from quite disagree =1 to quite agree. This questionnaire was translated and validated by Saei & Naami (2009)<sup>[11]</sup> for the first time in Iran. In the present study, for determining validity, correlation coefficient calculation of each item with its relating factor was used and for determining reliability, Cronbach alpha method was used that desirable results were obtained.

## RESULTS

For examining the first hypothesis, "managers leadership style significantly predicts nurses burnout", multiple regression with simultaneous method was used (first path from fourfold stages suggested by Baron& Kenni, 1986), (table 1).

As it is observed in table 1, relationship- oriented leadership style significantly and negatively predicts dimensions of depersonalization and reduction of personal performance. Also, task-oriented leadership style significantly and positively predicts dimensions of emotional weariness and reduction of personal performance.

**Table 1. Predicting burnout based on managers leadership style**

critierion variable	predictor variable	F	P	R	R <sup>2</sup>	modified R <sup>2</sup>	β	t	P
emotional weariness	relationship-oriented	15.90	0.0001	0.50	0.25	0.21	-0.10	0.68	N.S
	task- oriented						0.40	2.74	0.009
Depersonalization	relationship-oriented	19.95	0.0001	0.54	0.29	0.27	-0.27	1.75	0.03
	task-oriented						0.07	1.38	N.S
Reduction of personal performance	relationship-oriented	13.57	0.0001	0.34	0.11	0.10	-0.30	1.98	0.005
	task-oriented						0.27	1.77	0.008

For examining the research second hypothesis, "managers leadership style significantly predicts nurses career self-efficacy", multiple regression method with simultaneous method was used (second path of fourfold stages suggested by Baron and Kenni, 1986) (table 2). Table 2 data show that relationship- oriented

leadership style significantly and positively predicts career self- efficacy and its dimensions and task-oriented leadership style is able to negatively and significantly predict career self-efficacy and its dimensions.

**Table 2. Predicting career self-efficacy based on managers leadership style**

critierion variable	predictor variable	F	P	R	R <sup>2</sup>	modified R <sup>2</sup>	β	t	P
individual self-efficacy beliefs	relationship-oriented	13.40	0.0001	0.28	0.07	0.06	0.22	4.21	0.0001
	task- oriented						-0.18	3.36	0.001
individual consequences anticipation	relationship- oriented	11.13	0.0001	0.47	0.22	0.20	0.12	2.25	0.04
	task-oriented						-0.20	3.72	0.0001
collective self-efficacy beliefs	relationship-oriented	11.46	0.0001	0.44	0.20	0.18	0.14	2.51	0.01
	task-oriented						-0.11	2.07	0.04
collective consequences anticipation	relationship-oriented	7.21	0.0001	0.36	0.13	0.12	0.18	3.48	0.001
	task-oriented						-0.13	3.25	0.02
career self-efficacy	relationship-oriented	21.90	0.0001	0.54	0.29	0.28	0.26	4.26	0.0001
	task-oriented						-0.15	2.49	0.001

For examining the research third hypothesis, "managers leadership style and career self-efficacy significantly predicts nurses burnout ", multiple regression method with simultaneous method was used (third path from fourfold stages suggested by Baron & Kenni, 1986) (table 3). Results inserted in table three shows that by comparing these tables with table 1 (fourth path from stages suggested by Baron& Kenni, 1986), beta path coefficients have been influenced by entrance of career self-efficacy diverse levels to regression analysis. Findings indicate that relationship-oriented leadership style negatively and significantly predicts dimensions of

depersonalization and reduction of personal performance that the path of beta coefficients has changed after entrance of career self-efficacy variable in regression analysis for depersonalization dimension from ( P=0.03, β= -0.27) to ( P=0.005, β=-0.25) and for reduction of personal performance from ( P=0.005, β=-0.27). In this basis and based on the statistical results of Sobel test (Sobel, 1982), the indirect impact of relationship –oriented leadership style on burnout (P=0.05, t=2.01) is significant through career self-efficacy.

**Table 3. Predicting burnout based on managers leadership style and career self-efficacy**

critierion variable	predictor variable	F	P	R	R <sup>2</sup>	modified R <sup>2</sup>	β	t	P
emotional weariness	relationship-oriented	15.60	0.0001	0.56	0.31	0.30	-0.08	0.59	N.S
	task-oriented						0.38	2.40	0.005
	career self-efficacy						0.31	2.37	0.001
depersonalization	relationship-oriented	19.20	0.0001	0.60	0.36	0.34	-0.25	1.41	0.005
	task-oriented						0.05	1.22	N.S
	career self-efficacy						0.22	4.04	0.001
reduction of personal performance	relationship-oriented	12.90	0.0001	0.42	0.17	0.16	-0.27	1.76	0.04
	task-oriented						0.24	1.60	0.001
	career self-efficacy						0.17	3.34	0.001

Task-oriented leadership style significantly and positively predicts dimensions of emotional weariness and reduction of personal performance that beta path coefficients have changed by entrance of career self-efficacy variable in regression analysis for the dimension of depersonalization from (β= 0.40, P=0.009)

to (β= 0.24, P=0.005) and for reduction of personal performance from (β= 0.27, P=0.008) to ( β=0.24, P=0.0001). Sobel test, also, indicates significance of indirect impact of task-oriented leadership style on burnout (t=2.14, P=0.05) through career self-efficacy.

## DISCUSSION

This study was conducted with the aim of examining the relation of relationship-oriented and task-oriented leadership styles with burnout through career self-efficacy in nurses. The results obtained from examining the research first hypothesis based on the relation of leadership style and burnout is consistent with some previous studies of Garcia Rivera et.al (2013), Zopiates and Konstanty (2010), Tomas and Lanoka (2009) and Salimi et.al (2012)<sup>[9,10]</sup>. Generally we may argue that leadership styles are external symbol of thoughts, desires and personality of managers which is observed and tried by all people who deal with the organization as a stable model in practice. In this basis and in explaining the positive and significant predicting potency of task-oriented leadership style, we could claim that a task-oriented manager, by mere relying on his legal duties, is a great obstacle on the way of personnel needs, so that by intense emphasis on rules and regulations, hierarchy and official relations causes a kind of self-alienation and job dissatisfaction and alienage state and being elusive from workplace in nurses and finally leads to burnout (Ebrahimzadeh et.al, 2015)<sup>[12-16]</sup>. The other findings results of this hypothesis are indicative of the significant and negative predicting potency of relationship-oriented leadership style and burnout. In this sense that in the hospital in which relationship-oriented management style is used, the managers' behavioral features like having friendly behavior with personnel, attention and consulting with them and appreciating subordinates cooperation could predispose burnout reduction and job satisfaction increase in nurses<sup>[17-21]</sup>.

The results obtained from examining the research second hypothesis based on the relation of leadership styles and career self-efficacy is consistent with the results of studies of Felts et.al (2009)<sup>[17]</sup>, Bradli et.al (2008) and Hossieni and Azimzadeh (2012)<sup>[10]</sup>. In explaining positive and significant predicting potency of relationship-oriented leadership style, we could claim that using relationship-oriented leadership style provides the ground for accession of trust, significance feeling, commitment to work and competency sense in personnel and in this way the capability belief in accurate and successful performance of tasks shapes in the individual.

If this career self-efficacy belief is reinforced, this enables the individual to contrast the existing

challenges in the workplace and achieve success (Hosseini Tabaghdehi & Khalatbari, 2012)<sup>[9,10]</sup>.

Also the significant and negative predicting potency of task-oriented leadership style indicates that using this leadership style by emphasis on intense rules and ignoring the personnel role in organizational process, causes reduction of competency and capability sense of personnel and their career self-efficacy in solving conflicts and job challenges is reduced (Lunenburg, 2011)<sup>[20]</sup>.

The results obtained from the research third hypothesis based on the relation of leadership styles and career self-efficacy with burnout is consistent with the study results of Cao, Chen, Tian, Diao & Hu (2015)<sup>[15]</sup>, Shaker & Ghalavandi (2015), Ebrahimzadeh et.al (2015), Vakili & Ghorbani (2015)<sup>[13]</sup> and Borna et.al (2015)<sup>[3]</sup>.

The findings of this hypothesis are indicative of the Partial mediation role of career self-efficacy variable among managers leadership styles and nurses burnout. In this path, we can point to the role of career self-efficacy on burnout. In fact, career self-efficacy besides having a direct impact on burnout, as a moderate variable, plays role between managers' leadership style and nurses' burnout. Therefore, we can say that there is a considerable relation between career self-efficacy and burnout that based on the present study, the role of career self-efficacy dimensions in the relation between managers leadership style and burnout is the role of a justifying variable<sup>[22,23]</sup>.

Generally, managers who use relationship-oriented leadership style, provide the ground for competence feeling accession in their personnel, in this sense that the individual believes that he has the ability of performing assigned tasks desirably and in various conditions and this same feeling of capability and self-efficacy causes creation of satisfaction from the workplace and helps the individual to encounter less burnout (Gündüz, 2012)<sup>[19]</sup>, while organizations whose management style is task-oriented style, mainly imagine their personnel dependent and impotent in decision making. Therefore, people who don't trust their abilities become disappointed in venturesome situations and the possibility to act effectively is reduced. Such people fear encountering challenging issues and consequently their job performance is harmed and this in turn provides the ground for burnout accession (Vakili & Ghorbani, 2015)<sup>[13]</sup>.

## CONCLUSION

Regarding the obtained results, it is suggested that by performing a study, the rate of burnout difference in governmental and private hospitals to be compared. Also, for evaluating leadership style, besides questionnaire, other data collecting tools like interview and observation were also used.

Lack of attention to two genders differences in the research variables and in relations between variables are among this study limitations. Also, the present study has been in the format of a correlation plan, then scientific deduction from the results should be performed with caution.

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