

Why Effective Leadership is Necessary for Administration of Health Organization

Frimpong Matthew Antwi

International Telematic University, UNINETTUNO

***Corresponding Author**

Frimpong Matthew Antwi, International Telematic University, UNINETTUNO

Submitted: 20 Dec 2022; Accepted: 29 Dec 2022; Published: 12 Jan 2023

Citation: Frimpong Antwi M. (2023). In Which Ways Information Technology Could Be Useful In the Management of Hospitals and How It Can Contribute To the Reduction of Economic Costs in the Health Sector. *Gen Surgery Clin Med*, 1(1), 30-33.

Introduction

A healthcare organization is a purposely designed, structured social system developed for the delivery of healthcare services by specialized workforces to defined communities, populations or markets. Examples of healthcare organizations are nursing homes, hospitals, clinics, laboratory and diagnostic centers, etc.

Effective leadership is an essential part of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. An organization is considered to be effective if it finds the balance between the demands of owners, employees, customers, and community. The healthcare industry like any other organization needs effective leadership/management in order to provided the needs services to patrons and stay competitive [1-3].

Warren Bennis defines leadership as a function of knowing yourself, having a vision that is well communicated, building trust among colleagues and taking effective action to realize your own leadership potential [4]. Clearly, leadership is the act of sharing visions and directions with a team, and setting up plans to achieve them through the followers. "Good leaders influence their employees and motivate them by enhancing positive organizational culture and through generous employee benefits, for instance health care insurance, worker compensation, leave benefit and others" [5]. Leaders control and manage the operation of an organization by setting realistic goals and finding the right balance in achieving them. Leaders control the direction of an organization with their knowledge, experience and expertise as well as influence/motivates their staff to work hard in achieving their set goals.

Adopting the best leadership style that fits the structure and objectives of health organizations plays an essential role in ensuring the provision of quality services to patients/clients, the satisfaction and development of staff, economic growth and continuity/progression of the organization.

Objectives

- This essay discusses
- Effective leadership and its traits
- Management verses leadership
- Discuss why effective leadership is essential in the administration of health organization.

Methodology

The secondary research methodology was employed in this essay with information from digital libraries, scientific papers/research, internet, books, etc.

Chapter**Effective Leadership and Its Traits**

Evidence shows that leadership is not only a set of directives and orders issued by a boss and obeyed by subordinates, it is a collective ability and wisdom of the team to safeguard the organization's benefits by realizing the needs of the employees and understanding the targets and integrating all the resources in order to achieve common goals [6].

Effective organizational leaders develop progressive organizational cultures, develop employees' motivation, clarify vision and organizational objectives, and guide the whole efforts towards high performance and outcomes [7]. Healthcare organizations are complex in nature with a lot of departments ranging from clinical and non-clinical divisions, therefore requiring effective leadership. Healthcare leaders ranging from the lower to middle and top-level management are expected to set realistic objectives, organize the needed resources and develop flexible organizational policies that would inspire staff to give their optimum best. Effective leadership according to Shah (2018:1) can be seen through four lenses namely communication style, leadership style, behavior and ethics.

Leadership Style

Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates [8]. Leadership style influences the culture of the organization which, in turn, influences the organizational performance [9]. Evidently, the style of leadership adopted by

leaders in a healthcare organization has a direct impact its performance in terms of providing quality service to patients/clients, employee's participation, etc. According to Martinuzzi (2019), there are seven types of leadership styles namely democratic, autocratic, authoritative, coaching, pacesetter, affiliative and laissez-faire. Each style has its advantages and disadvantages with the most widely known and used styles being autocratic and democratic style.

Martinuzzi, explains autocratic leaders believe that he or she is the smartest person at the table and knows more than others. Autocratic leaders settle on choices all alone without consulting subordinates [10]. They are all knowing and pays less or no attention to others suggestions. This type of leadership style may seem to be effective from onset but highly likely to fail in a healthcare organization. Autocratic managers in a healthcare organization especially a hospital setting are highly likely to attract much resistance and oppositions from staffs. Democratic leaders are more likely to ask "How do you see it?" and, wherever possible, they share information with employees that affects their work responsibilities [11]. Democratic leaders are opened to the suggestions and input of others although they make the final decision. Effective healthcare leaders adopt the democratic style as it makes doctors, nurses, pharmacist and other healthcare staffs feel involved and valued during decision making which in effect motivate them to maintain a high standard of work.

Communication Style

It is argued that effective communication is an important factor in the success of an organization [12]. Because this develops a sense of direction and connectivity among members of an organization. It is important to use an appropriate communication style to disburse the goals and objectives of the health facility to staffs. A goal not communicated to subordinates is like a dead horse. Improperly communicated information, creates distortions leading to wrong/poor execution. The interpersonal communication of the leader, body language and the motivational language of leader can boost the morale of healthcare workers to give their best. Healthcare communications can be verbal or written (memos, notices, mails, etc.). According to Shah (2018:1), there are four fundamental communication styles: Analytical, Intuitive, Functional and Personal.

Leadership Ethics

Ethical leadership is important to ensure that the actions and values of leadership ethics consists of right, wrong, great, insidious, righteousness, obligation, commitment, rights, equity, decency, and so on in human associations with each other and other living things. Effective healthcare leaders must lead by example which promotes trustworthiness and respect from staffs. Morally upright leaders exhibit positive lifestyle which influences subordinates to emulate. Effective ethical leaders are non-discriminatory, fair and share power with subordinates and protect their integrity by upholding high moral standards. Glińska-Noweś (2007) presents a very interesting outline of modern leadership claiming among

others that the key to modern leadership is the sharing of power. This promotes equity, trustworthiness and enhances peaceful coexistence among employees which is essential in team building. Other traits of effective ethical leaders are ethical guidance, concern for sustainability and people oriented. Ethical leadership improves team building and foster unity.

Leadership Behavior

Cook (2004) suggests that positive behavior, values and consistency in behavior make a leader role model for his team. Effective leaders lead by example and possess traits such as humility, honoring promises, think critical, emotional intelligence, promptness/avoiding lateness to work, respecting the subordinates, empathetic, having the self-confidence and awareness, as well as reposing confidence in others. Dran, (2004), explained that leaders must be role models and set personal examples of good attitude, behavior, working relations, manners and performance. Evidently, leaders who exhibit these positive behavioral traits are in a good position to build a good team that can have a significant impact in a health organization.

Management verses. Leadership

Management and leadership are present in almost all fields and aspects of organizational life, however, the functions and roles of a manager and a leader differ. Managers fulfil specific roles resulting from their managerial functions and their main job is to direct and evaluate the work of their subordinates. "Leadership is the ability to persuade others to seek defined objectives enthusiastically". Leaders guide a team and influence them to achieve a set goal. Health organization managers/administrators are expected to exhibit effective leadership traits so as to build a strong workforce to achieve the objectives of the organization [13-15].

Chapter

Why Effective Leadership Is Essential In the Administration of Health Organization

Management of health organization is challenging due to its complex nature. Health organizations face a lot of issues daily due to changing trends in disease conditions, health seeking behavior and technological advancement. Managers of health facilities have huge daily tasks to accomplish. From patient experience, specialized health care with competent professionals and transparency on operational costs among others are the major factors hospitals deal with (MH Life Sciences, 2020). MH Life Sciences, (2020) further states that, in 2018, it was expected that healthcare organizations in the United States would spend more than \$1.5 trillion to adapt for evolving information services. Evidently, it would take effective leadership which is consistent to steer the day-to-day administration of health facilities. Let's discuss some essence of effective leadership in the running of health facilities.

Team Building and Staff Development

Effective leaders are capable of only building a formidable team that believes in the vision and directions of the facility but also de-

velops them. Such leaders are open and ensures fairness and equity at the work place, acknowledges, motivate and rewards the good work staffs. They are people oriented and so are interested in the personal and professional development of their staffs since their development is essential in the running of the facility. A narrative review by Weaver, Dy, and Rosen (2014) reviewed that each year team-building exercises improved hospital environments and patient outcomes the more. This builds a positive organizational culture where trust and inspiration is the hallmark.

Adopts To Change, Innovation and Transformation

Effective leader is considered as change agent where leaders should encourage the new learning skills and abilities of its members. (Dran, 2004). Healthcare organizations undergo changes daily in its administration therefore it needs effective leadership which evidently is dynamic and easily adopts to changes. In this regard, such leadership is able to brainstorm to bring innovative ideas, plans and strategies which can transform the facility to meet the growing demands of their patients/clients and staffs. They access the weakness of the health facility and implement the necessary measures as well as providing the needed equipment and expertise needed to stay competitive.

Communications

Communication is a key factor of any effective team and being able to interact in a constructive manner that incorporates collaboration among team members promotes strong management skills for all staff, allowing them to communicate with patients more efficiently [16]. Effective healthcare leaders are excellent communicator and therefore inculcates it into their staffs. They effectively use appropriate communication skills in outlining visions, goals and plans to staffs thereby reducing/avoiding conflicts in achieving them. Good communication increases patients' trust in the health facility.

Resource and Financial Management

Human resources are the key to the organization's success in the face of the competitive market [17]. Effective leadership uses their experience and expertise to make good use of both the human resources as well as maps good strategies to develop and keep them whiles attracting others to join. They work hard to save cost by managing the finances and all other resources through planning, controlling and proper investment decisions as well as explore other revenue sources for the facility.

Conclusion

This study recognized certain leadership styles such as the democracy and other traits like good communication as a panacea for effective administration of a health organizations. Effective leadership helps builds a solid team which is well positioned to provide the best patients experience and care. Effective healthcare leadership helps lead workers through the right direction, according to the vision and mission of the facility. Effective leaders are motivators and show ethical values/behaviors worthy of emulation. They are consistent, honest, and trustworthy and creates a serene

working environment, ensures staffs are satisfied and motivated [18-22]. They are able to balance the finances and resources of the health facility to make it economically viable. Effective leadership in health administration improves patients' satisfaction and promote health relationship between employees and staffs.

Evidently effective leadership is the icing to successful administration and transformation of health organizations.

References

1. Zeb, A., Ahmad, S., & Saeed, G. (2018). Leadership effectiveness and organizational performance: Exploring gaps in the existing literature. *Business and Economic Review*, 10(1), 95-106. of Management Sciences, Peshawar, Pakistan, vol. 10(1), pages 95-106, March.
2. Buket A., and Hussein A., (2020) 'Leadership and Its Effect on Health Management', *Management Studies*. David Publishing Company, 8(6).
3. Cabeza-Erikson, I., Edwards, K., & Brabant, T. V. (2008). Development of leadership capacities as a strategic factor for sustainability.
4. Cherian, S., & Karkada, S. (2017). A review on leadership in Nursing. *International journal of nursing research and practice*, 4(1), 58-66.
5. Cook, M. J., & Leathard, H. L. (2004). Learning for clinical leadership. *Journal of nursing management*, 12(6), 436-444.
6. Donnelly, R. E. (1992). *Fundamentals of management*.
7. Dran, G. V. (2004). *Roles of a leader*. Sysacrase University.
8. Giddens A. (2013). *Healthcare Organization*.
9. Glińska-Noweś, A. (2007). Cultural determinants of knowledge management in an enterprise. *Organization and Management Scientific Society. Association of Higher Utility "Organizer's House"*.
10. Hao, M. J., & Yazdanifard, R. (2015). How effective leadership can facilitate change in organizations through improvement and innovation. *Global journal of management and business research*, 15(9), 1-6.
11. Hargie, C., Tourish, D., & Hargie, O. (1994). *Managers Communicating: An Investigation of Core Situations and Difficulties within Educational Organizations*. *International Journal of Educational Management*.
12. Kahn, W. A., Barton, M. A., & Fellows, S. (2013). Organizational crises and the disturbance of relational systems. *Academy of Management Review*, 38(3), 377-396.
13. Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
14. Martinuzzi, B. (2019). *The 7 Most Common Leadership Styles (and How to Find Your Own)*. Gjetur October, 29, 2020.
15. Meraku, A. (2017). Role of leadership in organizational effectiveness. *Journal of Economics, Business and Management*, 5(11), 336-340.
16. Jeremy, M. M., & Melinde, C. (2012). Perceived leadership style and employee participation in a manufacturing company

-
- in the democratic republic of Congo. African journal of business management, 6(15), 5389-5398.
17. Schultz, N., & Su, R. (2016). Gender differences in leadership interests across generations: A meta-analysis. Leadership Excellence and Gender in Organizations, 1(3), 5.
 18. Shah, B. (2018). Effective leadership in organization. European Journal of Business and Management Research, 3(3), 1-5.
 19. Shockley, P., & Zalabak, S. (2006). Fundamentals of Organizational Communication: Knowledge, Sensitivity, Skills, Values.
 20. Sirisetti, S. (2011). Quality leadership in the public sector strategies and challenges. The Journal of Commerce, 3(4), 45-48.
 21. Weaver, S. J., Dy, S. M., & Rosen, M. A. (2014). Team-training in healthcare: a narrative synthesis of the literature. BMJ quality & safety, 23(5), 359-372.
 22. Zeb, A., Ahmad, S., & Saeed, G. (2018). Leadership Effectiveness and Organizational Performance: Exploring Gaps in the Existing Literature. Business & Economic Review, 10(1), 95-106.

Copyright: ©2023: Frimpong Matthew Antwi. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.