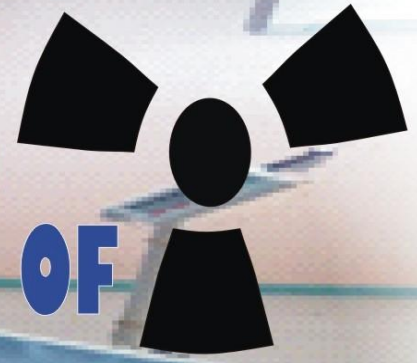


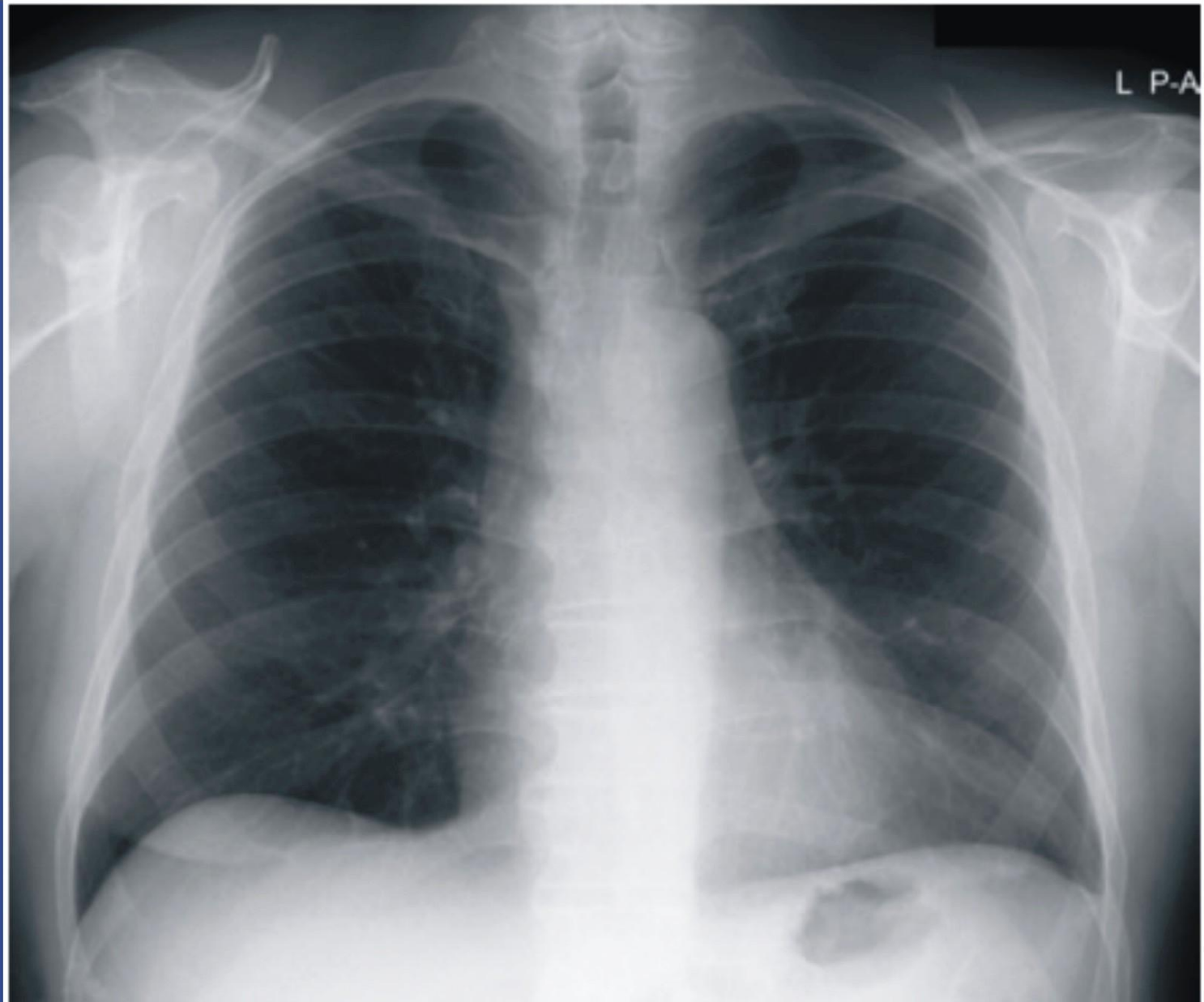
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Leadership-Coaching Behaviour in Radiodiagnostic Practice

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ABSTRACT

Background: Leadership-coaching can be utilized to find talents, develop and retain them to ensure organisational effectiveness. In healthcare, good leadership-coaching behaviour is imperative as it ensures collaboration among team members.

Objective: To determine the type of leadership-coaching behaviour utilized by leaders in Radiodiagnostic unit in two tertiary institutions in south-eastern Nigeria.

Methodology: Multifactor leadership questionnaire (MLQ) questionnaire was administered to three leaders and seventy-four subordinates in both units with the replacement of 'I' with 'My supervisor' in the subordinates' questionnaire. SPSS version 17 was used to analyse the data.

Results: Response rate for leaders was 100% while that of subordinates was 79.4%. Responses received from leaders gave leadership behavioral pattern as transformational (87.99%), transactional (70.4%) and laissez-faire (25%). From subordinates' perspective however, it was transformational (67.9%), transactional (60.9%) and laissez-faire (24.2%). T-test statistic indicate significant mean difference between positive responses in regard to transformational leadership behaviour from leaders and subordinates' perspectives.

Conclusion: Leaders in radiodiagnostic units utilize more of transformational leadership-coaching behaviour than other forms.

Keywords: Radiodiagnosis, leadership, coaching, behavior, transformational, transactional, laissez faire

Introduction

Leadership coaching can be used to fulfill several different roles within an organization. It is a structured process and partnership between a coach and a client that encourages individuals to become intentional, lifelong learners and make changes in their behaviors and development. This will lead to positive outcomes in both their professional and personal lives [1]. One of the foremost roles that leaders in healthcare organizations should take is that of developing and retaining talent. Utilization of leadership coaching

can achieve this and also increase organizational effectiveness [2]. Leadership training and coaching is always part of talent management processes, but those who possess the inherent behavioral competencies that are essential for effective leadership can be hired [1].

Coaching provides the framework for the leaders to develop a sense of purpose and learn about their leadership style, what motivates them and what motivates their team.

Leaders impact the organization greatly one way or another depending on how effectively they set expectations, hold people accountable and resolve conflict within the organization [1]. Improving knowledge and skill are important but do not achieve sustainable change alone. Reliable continuous information, engagement of everybody in all phases and provision of infrastructure based on acquired knowledge which requires coaching has contributes to improvement [3].

Coaching represents opportunity to harness resources to support inter-professional health care team via direct interactions [4]. Therefore, coaching provides strategies and techniques for successfully communicating, navigating and leading organizational change [5]. Hence, coaching in healthcare is important when improving safety in workplace [5].

While a study revealed that radiographers utilize less of transformational leadership [7], this was contradicted by two other studies [6,8]. From literature search, assessment of leadership behaviours utilized in Nigerian Radiodiagnostic centres has not been carried out. This study therefore, sets out to provide preliminary and empirical database of the leadership-coaching behaviour practised in two radiodiagnostic units in our locality.

Multifactor leadership questionnaire (MLQ), one of the instruments widely used to measure leadership behavior in organisational sciences [9], was adopted for data collection. Bass in 1985; Bass and Avolio in 1993 articulated this questionnaire, with the most comprehensive theory dimension of transformational and transactional leadership styles. Extending the work of Burns in 1998, Bass posited that leadership composed of three second order domains: transformational, transactional and laissez-faire. The adopted questionnaire is proven to be highly reliable in measuring what it sets out to achieve [10].

Transformational leadership behaviour exhibits exemplary behaviour and go beyond personal interest for the good of organisation. It aligns individual interest with organisational goals by transmitting clear and inspiring vision to subordinates and motivating them by stimulating their creativity thereby, giving challenge and purpose to their work. Finally, it is sensitive to individual needs of subordinates. Leaders who exhibit this type of leadership behaviour acts as a coach and a mentor [11].

Transactional leadership behaviour on the other hand focuses subordinates interests on personal interest using positive and negative reinforcements depending on subordinates conducts and performance. In summary, transactional leaders trade resources valued by subordinates in return for behaviours such as increased effort and cooperation [11]. Laissez-faire leadership behaviour is characterized by lack of concern for subordinates [12].

Material and methods

This study was a prospective cross-sectional survey. It was carried out in the radiodiagnostic units of two tertiary hospitals in southeast Nigeria between May to July, 2017. The choice of these hospitals was based on the fact that they had a sizeable number of health and administrative professionals employed. A total of 80 personnel were involved and they were distributed as follows: population of radiographers (24), radiologists (22), nurses (8) and clerical staff/x-ray assistants (26). Leadership-coaching behaviour was assessed from leaders and subordinates' perspectives using questionnaires. The same questions were administered to them with the replacement of 'I' with 'My Supervisor' in subordinates' questionnaire.

Questionnaires were administered to six leaders in all and all were recovered. The number of questionnaires administered to subordinates was seventy-four but fifty-nine were returned. This made it a response rate of 79.7%. The respondents were 50.8% females and 49.2% males.

Roughly 40.7% of the respondents had worked in the unit for less than a year. Only 4 (6.8%) had worked in the unit for 21 years and above.

Each of the two areas under study had two leaders designated as head of department and technical head. The questionnaire on leadership coaching behaviour for leaders was administered to them as well as those in administrative cadre since, leadership duties are delegated to them in the absence of the main person.

Statistical Package for Social Sciences (SPSS) version 17 was used for the analysis. Descriptive statistics of respondent's demographics and survey items of the three variables was conducted first. A t-test was carried out to find the mean differences

between positive leaders' responses and subordinates' responses. Level of significance was set at p-value of 0.05.

Results

Table 1 shows that leaders testified that they exhibit transformational type of leadership (87.99%) and less of laissez-faire leadership behaviour (25%). From table 2, subordinates testified that their supervisors (leaders) demonstrated more of transformational leadership-coaching behaviour (67.9%) than other types of leadership behaviours. As shown in Table 3, there are significant differences between positive responses on transformational leadership from both perceptive. Others showed no significant differences.

Table 1: Responses from leaders

Leadership coaching behavior	Positive (%)	Neutral (%)	Negative (%)
Transformational	87.99	11.14	0.87
Transactional	70.40	23.70	5.90
Laissez-faire	25.00	17.90	57.10

Table 2: Responses of subordinates

Leadership-coaching behaviour	Positive (%)	Neutral (%)	Negative (%)
Transformational	67.9	21.8	10.3
Transactional	60.9	21.1	18.0
Laissez-faire	24.2	29.1	46.7

Table 3: Mean difference between leaders and subordinates positive responses

Variables	T value	P value
1	3.20	0.024
2	0.71	0.51
3	0.19	0.86

*1- positive responses of leaders verse subordinates on transformational leadership behaviour.

*2- positive responses of leaders verse subordinates on transactional leadership behaviour.

*3- positive responses of leaders verse subordinates on laissez-faire leadership behaviour.

Discussion

In present study, leaders and subordinates testified that more of transformational leadership behaviour was being utilized and less of laissez-faire leadership behaviour. Transactional leadership behaviour fell in between.

The results from this study is in tandem with the results of the work carried out by other previous researchers [6,8]. Our findings however, differed from another work which concluded that radiographers demonstrate low transformational leadership traits [7]. This could be as a result of different personality traits of leaders in various areas of study since it is believed that certain people have characteristics that made them better leaders [13].

The practice of transactional leadership behaviour is next to that of transformational leadership as discovered by this study. Transactional leadership behaviour is more like an economic contract where the leader focuses on gain [11]. However, the units where this study was carried out was in government establishment as such, no gain goes into personal pocket. This could be the reason of its less utilization. Laissez-faire type of leadership is the least to be utilized by leaders in the study areas probably because healthcare is a critical sector which needs close attention by all involved.

From leaders and subordinates' responses, only transformational leadership behaviour was found to show a statistical significant mean difference in their positive responses. In other words, there could be possibility that in reality, transformational leadership behaviour is not actually utilized in its entirety by the leaders in Radiodiagnostic unit. By and large, demonstration of all types of leadership behaviour in this study by leaders is in line with cognitive theory which opines that there is no single type of leadership behaviour suitable for any organisation. It furthers states that the adoption of all types of leadership behaviours is necessary to meet confronted leadership demands.

Conclusion

This study has established an empirical database that leaders in Radiodiagnostic units demonstrate more of transformational leadership-coaching behaviour than the transactional and Laissez-faire types.

Conflict of interest and sponsorship: Nil

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