

Looking the organization's "backstages": political leadership in health organizations

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Introduction

Although leadership investigation has become for the last years an election topic with major relevance on organizational studies and accepting peacefully the general idea that organizations are freeland for politics, all these acceptances run against a kind of "fear" from the academy scholars on approaching the political leaderships' singularities on organizations. Indeed, when we cross over both phenomena we verify that the absence and weaknesses towards the unique characteristics of political leadership on work scenarios are becoming sharpened regarding to their predictors, their workers and their organizations, even if we left aside its moderator variables.

Objectives

- This study was conducted to determine:
 - What's the impact of political behavior leadership on workers' organizational attitudes?
 - Which organizational and individual variables could act as moderators' agents between political behaviors from leaders and its effects on their workers?

Methods

- Quantitative investigation grounded on theoretical model of integrative analysis which gathers number of variables that have been neglected so far.
- Quests application on a set of 332 health professionals (physicians and nurses) from public and private health organizations.

Theoretical Analysis Model & Hypoteses

- **LEADERS POLITICAL BEHAVIORS:** "soft" (SPB) and "hard" (HPB) (Yukl e Falbe, 1992; Yukl, 2006).
- **IMPLICATION OF POLITICAL LEADERS'S BEHAVIORS** on workers' organizational attitudes:
 - Organizational Satisfaction (OS) (Christiansen, Villanova e Mikulay, 1997):
 - ✓ **H1a:** Leaders soft political behaviors (when face to face with hard political behaviors) have a categorical impact on workers' organizational satisfaction.
 - Organizational Commitment (OC) (Ferris *et al.*, 2005):
 - ✓ **H1b:** Leaders soft political behaviors (when face to face with hard political behaviors) have a categorical impact on workers' organizational commitment.
 - Organizational Trust (OT) (Ammeter *et al.*, 2004):
 - ✓ **H1c:** Leaders soft political behaviours (when face to face with hard political behaviors) have a categorical impact on workers' organizational trust.
 - Organizational Cincicism (Ocin) (Treadway *et al.*, 2004)
 - ✓ **H1d:** Leaders hard political behaviors (when face to face with hard political behaviors) have a categorical impact on workers' organizational cynicism.

Hypotheses

- **MODERATION VARIABLES/RELATION:**
 - Organizational Political Climate (PC) (Vigoda e Cohen, 2002)
 - ✓ **H2a:** political climate moderate the relation between soft and hard political behavior and organizational satisfaction.
 - ✓ **H2b:** political climate moderate the relation between soft and hard political behavior and organizational commitment.
 - ✓ **H2c:** political climate moderate the relation between soft and hard political behavior and organizational trust.
 - ✓ **H 2d:** political climate moderate the relation between soft and hard political behavior and organizational cynicism
 - Leaders Personnel Reputation (PR) (Ferris *et al.*, 2003)
 - ✓ **H3a:** personnel reputation moderate the relation between soft and hard political behavior and organizational satisfaction.
 - ✓ **H3b:** personnel reputation moderate the relation between soft and hard political behavior and organizational commitment.
 - ✓ **H3c:** personnel reputation moderate the relation between soft and hard political behavior and organizational trust
 - ✓ **H3d:** personnel reputation moderate the relation between soft and hard political behavior and organizational cynicism

Results

- Model *Godness of fit:* $\chi(9, 33038) = 266,49, p < 0,001$; CFI = 1,00; GFI = 1,00; AGFI = 0,99; RMSEA = 0,03; AIC = 304,49
- SO<---SPB: $\beta = 0,65 (z=6,28; p<0,001)$; SO<---HPB: $\beta = 0,18 (z=6,28; p<0,001)$
- OC<--- SPB: $\beta = 0,51 (z=3,62; p<0,001)$; OC<--- HPB: $\beta = 0,13 (z=6,95; p<0,001)$
- OT<--- SPB: $\beta = 0,24 (z=7,79; p<0,001)$; OT <--- HPB: $\beta = 0,09 (z=6,28; p<0,001)$
- Ocin <---SPB: $\beta = - 0,09 (z=-10,63; p<0,001)$; Ocin <---HPB: $\beta = 0,20 (z=6,95; p<0,001)$
- Moderations:
 - SPB*PC ($p=0,001$ OC); High OC: $\beta = -0,14 (t=-2,35; p<0,005)$; Low OC: $\beta = 0,32 (t=5,59; p<0,005)$.
 - SPB*PR ($p=0,001$ Ocin); High Ocin: $\beta = - 0,22 (t=-6,42; p<0,005)$; Low Ocin: $\beta = 0,18 (t= 2,33; p < 0,005)$
 - HPB*PR ($p=0,001$ Ocin); High Ocin $\beta = -0,86 (t=-24,89; p<0,005)$; Low Ocin $\beta = 0,67 (t=19,39; p<0,005)$

Discussion

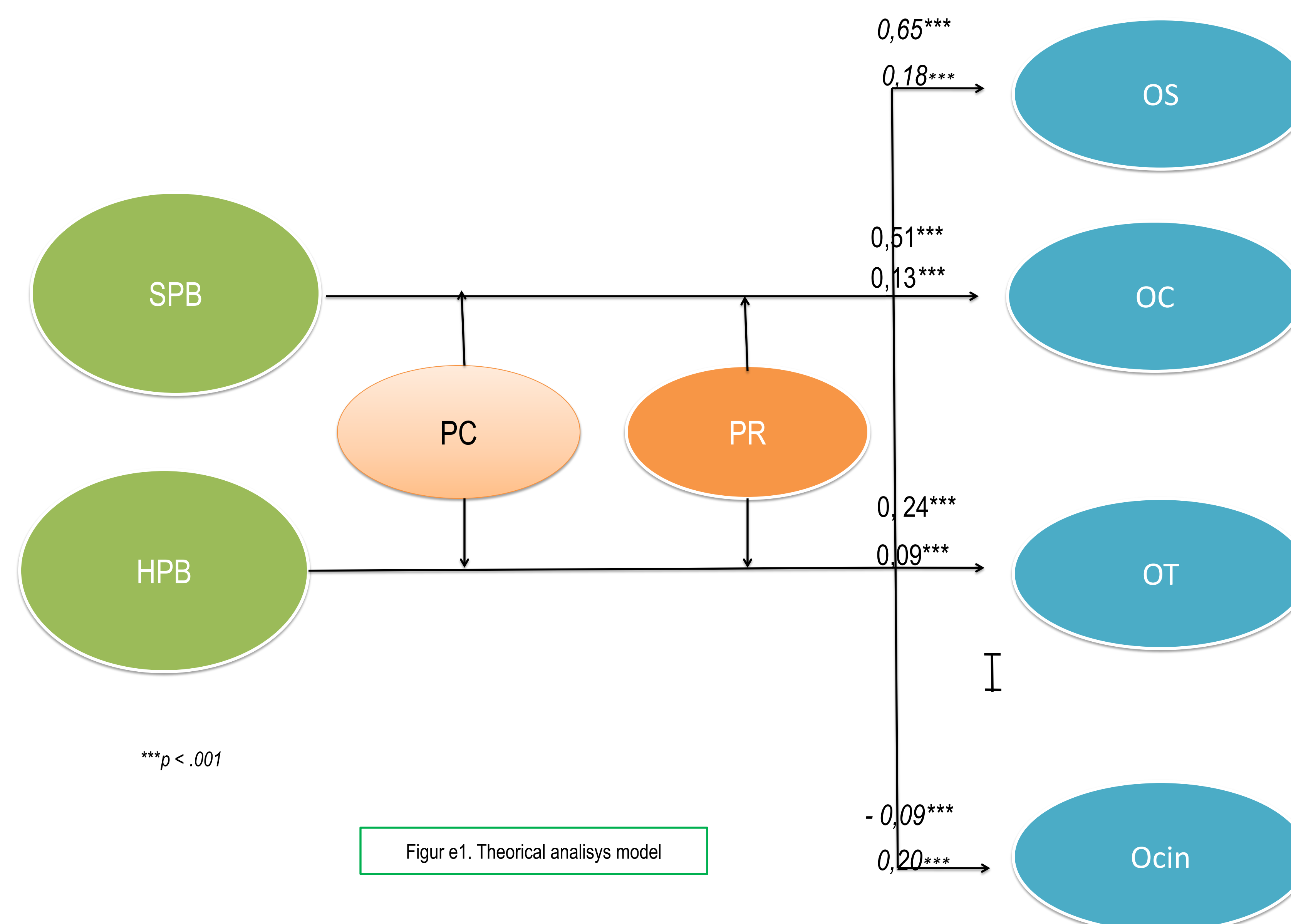
- The outcomes brought by the structural equations, show that:
- this model's adjustment is quite suitable to explain the variables relations
 - Workers react differently to leader's political behaviors:
 - The soft version sets a positive impact over satisfaction, commitment, and organizational trust.
 - The hard version has a stronger impact over organizational cynicism.
 - Confirmed: *Hypotheses 1a, 1b, 1c e 1d.*
 - Political climate exercises an important moderator effect amongst leader's soft political behavior and and organizational commitment.
 - On lower political climate conditions, leader's soft political behavior have a positive impact on organizational commitment.
 - On higher political enviroment conditions, leader's soft political behavior have a negative impact on organizational commitment.
 - No Confirmed *Hypotheses 2a, 2b, 2c e 2d.*
 - Leader's personnel reputation loads an important moderator effect amongst leader's political behavior and cynical attitudes which workers develop towards the organization.
 - On lower personal reputation's conditions, leader's soft political behaviors are the steering wheel of bigger organizational cynicism.
 - On higher personal reputation's conditions, leader's soft political behavior s are a deterrent element of organizational cynicism.
 - On lower personal reputation's conditions, leader's hard political behaviors are conducting wire a greater organizational cynicism.
 - On higher personal reputation's conditions, leader's hard political behavior s are a discouraging element of organizational cynicism.
 - Confirmed: *Hypotheses 3d.*

Conclusions & Implications for health organizations

- It provide us a less blurred portrait and a balanced reading of political arena and, specially, from political leadership on organizations (health context, mainly).
- Shows that leader's political actions are not, invariably, an activity which only concentrates disfuncionals effects and impacts among workers and organizations, showing what behaviors and under which conditions those actions can assume the functionality level.
- It opens space to a few intervention areas within mangers formation and organizational leaders it might potentiate, such as the management of personal reputation.

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Figur e1. Theoretical analysis model

