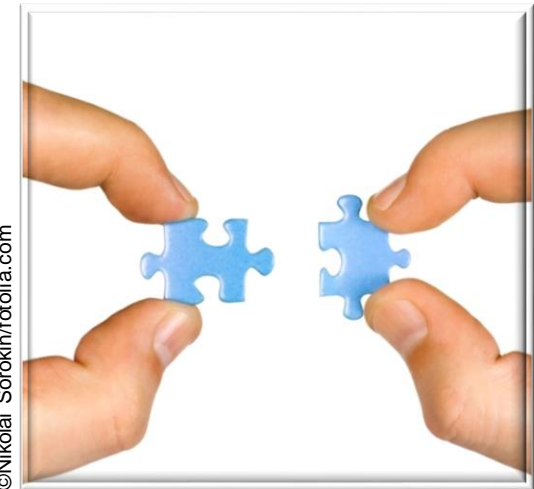


“Health-promoting Leadership in Health and Welfare Services”

Plenary 2 – Organisational Climate
23 - 24 May 2018 Vilnius, Lithuania

„Measuring health-promoting leadership
within the scope of risk assessments“

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Structure

- **Background of the relationship between leadership and employee well-being**
- **Research question**
- **Methods**
- **Results**
- **Discussion**

1. Background of the relationship between leadership and employee well-being

Work and health situation in the German healthcare services sector

- sick leave above-average¹
- especially striking: sick leave due to psychological disorders²
- general structural changes (economization, demographic changes, reform of healthcare)³
- differences in work situation dependent on the institution or facility⁴
 - job design
 - leaders as influencing factor

References: ¹Marschall et al.. 2016

²Grobe & Steinmann 2015, Marschall et al. 2013

³Isfort & Weidner 2007, Roth 2011

⁴Lohmann-Haislah 2012, Schmidt et al. 2011, Weigl et al. 2016

State of research: Leadership and employee well-being – Reviews and meta-analyses

- reviews¹ on leadership and employee well-being show
 - empirical evidence for the relationship between leadership and employee well-being
 - low to medium correlations between positive/destructive leadership and psychological well-being
 - high significance of this topic because many employees have a supervisor

Empirical evidence for the relationship between leadership and employee well-being *

- direct impact of leadership behaviour on employee well-being, e. g., through transparent and respectful communication
- indirect impact on employee well-being through the design of employees' work characteristics (reducing stressors and increasing resources)

The impact

- health-promoting as a resource (e. g., social support, participation in decision-making) or
- health-impairing as a stressor (e. g., delegation of too many tasks, lack of conflict management)

2. Research question

Leadership behaviour within the scope of risk assessments in the health care and welfare sector

Research question:

Which aspects of leadership behaviour/leadership concepts are of high relevance to employees' well-being in the healthcare and welfare sector?



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3. Methods

Sample

area	different areas in the healthcare and welfare sector 26,5 % nursing 14,3 % care of the elderly 9,2 % child care 8,5 % medical practices 7,3 % social worker
sample size	N = 412
gender	78,4 % female
age	average 44 years
working hours	60,6 % full-time, 39,3 % part-time
tenure	average 15 years

Comparison of 8 validated leadership concepts

Leadership concepts	Leadership behaviour	Employee well-being
Transformational Leadership	role model; evokes respect, trust, loyalty; motivates, stimulates and supports	++
Leader-Member Exchange (LMX)	individual, mutual relationship between leader and employee	++
Health-oriented Leadership (HoL)	role model; consideration of employees' well-being	++
Health- and Development-promoting Leadership Behaviour (HDLB)	(co)designer of work characteristics	++
Authentic Leadership	behaviour is based on values and beliefs	+
Ethical Leadership	role model for fairness and trustworthiness	+
Servant Leadership	leaders as service provider for employees	+
Lack of Initiating Structure	rejection of suggestions for changes, uncoordinated decisions, delegating tasks without providing support	--

Indicators of employee health used in the study

Psychological well-being: 5 Items from the WHO-5 well-being index (Topp et al. 2015)

- *sample item: „In the last two weeks, I have felt calm and relaxed“*

Emotional exhaustion: 9 Items from the Maslach Burnout Inventory (MBI; Maslach and Jackson 1981, Enzmann and Kleiber 1989)

- *sample item: „I feel emotionally drained from my work.“*

Irritation: 8 items measuring perceived strain from Mohr and Rigotti 2014

- *sample item: I get irritated easily, although I don't want this to happen.“*

Psychosomatic complaints: 10 Items measuring subjective physical complaints from Mohr and Müller 2014

- *sample item: „Do you have headache?“*

4. Results

Results – Relationships (correlations)

	Psychological well-being	Emotional exhaustion	Irritation	Psychosom. complaints
TL	.42	-.38	-.28	-.26
LMX	.44	-.40	-.32	-.29
LIS	-.41	.54	.38	.38
AL	.38	-.36	-.25	-.25
EL	.37	-.35	-.24	-.23
SL	.34	-.28	-.16	-.14
HoL (A)	.37	-.30	-.19	-.18
HoL (G)	.40	-.37	-.28	-.28
HDLB DEM	-.33	.55	.44	.39
HDLB DEV	.35	-.37	-.23	-.24
HDLB SUP	.44	-.44	-.33	-.29

Note: N = 412. TL: Transformational Leadership, LMX: Leader-Member-Exchange; LIS: Lack of Initiating structure; AL: Authentic Leadership; EL: Ethical Leadership; SL: Servant Leadership; HoL: Health-oriented Leadership (A): mindfulness, HoL (G): behaviour; HDLB DEM: Demanding leadership, HDLB DEV: Development-oriented leadership, HDLB SUP: Support-oriented leadership

The strongest relationships with employee well-being

Leadership concept	Explained variation - R ²
1. Health- and Development-promoting Leadership Behaviour	4,9 - 30,2 %
2. Lack of Initiating Structure	14,4 - 29,1 %
3. Leader-Member Exchange	8,0 - 19,5 %
4. Transformational Leadership	6,5 - 18,0 %
5. Health-oriented Leadership	3,1 - 15,8 %
6./7. Authentic und Ethical Leadership	5,3 - 14,3 %
8. Servant Leadership	1,9 - 11,6 %

5. Discussion

Which leadership concept is of particular relevance to employee well-being in healthcare and welfare services?

- Health- and Development-promoting Leadership Behaviour (HDLB) – demanding, development-oriented and support-oriented leadership
- Lack of Initiating Structure – rejection of suggestions for change, uncoordinated decisions, delegating tasks without providing support
- Leader-Member Exchange (LMX) – quality of the mutual relationship between leader and employee

Health- and Development-promoting Leadership Behaviour (HDLB) - relevance to employee health

- Demanding leadership: delegating too many tasks, exerting time pressure or delegating too much responsibility
- Support-oriented leadership: clarifying tasks and requirements, giving feedback, and setting goals transparently
- Development-oriented leadership: providing opportunities to use knowledge and skills at work
- *sample item: „My direct supervisor clarifies who is responsible for what.“*

Lack of initiating structure - relevance to employee health

Leaders lacking initiating structure negatively affect employee well-being by

- rejecting employees' suggestions for changes/improvements
 - making uncoordinated decisions
 - not providing support when delegating tasks
- *sample item: „My direct supervisor rejects suggestions for changes.“*

Leader-Member Exchange - relevance to employee health

- Developing individual high-quality relationships between the supervisor and the employee
- Mutual exchange
- No general leadership behaviour that is used for all employees
- Providing job resources as an important condition for developing a health-promoting relationship
 - providing relevant information
 - role clarity (definition of tasks and responsibilities)
 - meaning of work
- *sample item: „How well does your leader understand your job problems and needs?“*

Relevance to risk assessments

- Reveal health-impairing leadership behaviour (risk)
- Reveal health-promoting leadership behaviour (intervention)
- Risk assessments as an opportunity for supervisors and employees to get into a conversation
 - often underestimated and not used

Many thanks for your attention!

Any questions?

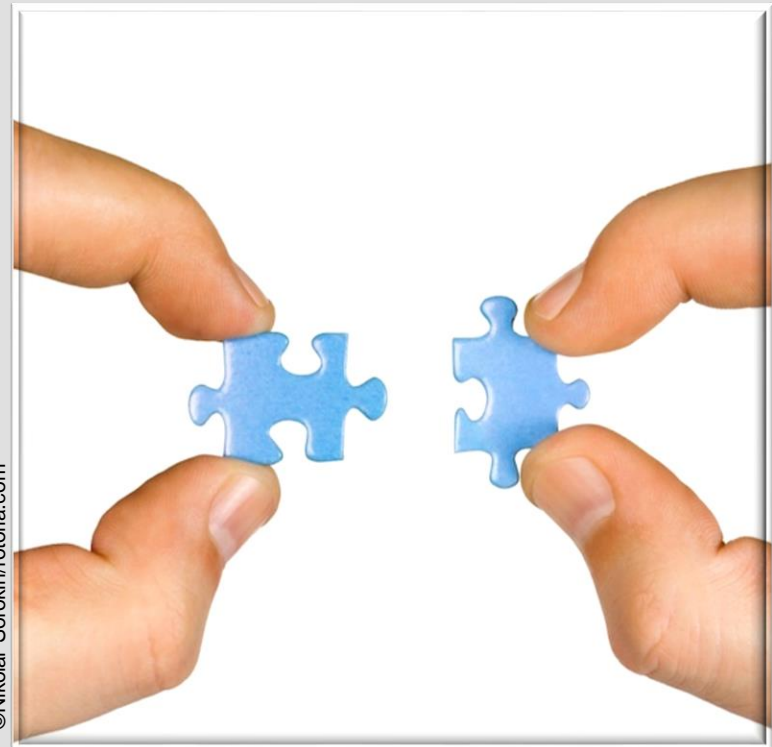
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Incremental variance explanation beyond and above Transformational Leadership

Leadership concept	Incremental variance - R ²
1. Health- and Development-promoting Leadership Behaviour (HDLB)	0,7 – 21,9 %
2. Lack of Initiating Structure	3,0 – 15,5 %
3. Leader-Member Exchange (LMX)	1,4 – 2,7 %
4. Health-oriented Leadership (HoL)	0 – 1,5 %
5./6. Authentic und Ethical Leadership	0 – 0,4 %
7. Servant Leadership	0 – 0,4 %

Promoting employees' well-being as a key tasks for supervisors

- Knowing employees' strengths and opportunities for development in order to delegate tasks that fit
- Encouraging the mutual exchange between supervisor and employee, and clarifying employees' need for support
- Clarifying responsibilities, providing relevant information, setting reasonable goals, giving performance feedback, showing appreciation, and being fair