

# **Leadership and organisational values in university hospital centres: A critical analysis based on EFQM model.**

Djida Bounazef<sup>1</sup>, Didier Van Caillie<sup>2</sup>,

<sup>1</sup>: Centre of Research on Corporate Performance CEPE, HEC ULg Executive School, University of Liege, 14, Rue Louvrex, 14 - Bât. N1 - Office 103 - Box 11 - 4000 Liege, Belgium - 0032477813992- [djida.bounazef@gmail.com](mailto:djida.bounazef@gmail.com)

<sup>2</sup>: Centre of Research on Corporate Performance CEPE, HEC ULg Executive School, University of Liege, 14, Rue Louvrex, 14 - Bât. N1 - Office 102 - Box 11 - 4000 Liege, Belgium - 003242327434 - [d.vancaillie@ulg.ac.be](mailto:d.vancaillie@ulg.ac.be)

## **Leadership and organisational values in university hospital centres: An analysis based on EFQM model.**

This paper highlights the dependency relation between leadership and organisational values in healthcare environment. The study of organisational values of doctors allows to determine their moral of professional principals, engagements, actions and implications. It permits to analyse differences between organisational values of top management teams and organisational values of doctors. Indeed, the existence of contradictory organisational values conducts to misunderstandings, internal conflicts between top management teams and doctors and finally to disengagement and demotivation of doctors. It deduces that top management teams have a strategic rule in the development of integrator organisational values that gather and satisfy all internal and external stakeholders. Organisational values of top management teams reflect the type of the applied leadership. An integrator leadership is oriented to trust and responsible management that fosters the development of integrator organisational values. An integrator leadership also enables to promote an internal trust climate that impact positively on the way of doctors' working, thinking and acting in their professional environment by helping them in the achievement of their goals. However, a disintegrator leadership represents a source of conflict and opposition in values and practices that opposes doctors and top management teams. As a result, leadership influences the quality of dynamic transactions and behaviour of doctors regarding to top management teams. Therefore, leadership represents a source of development of integrator or disintegrator organisational values of doctors.

Research gap of this paper aims to analyse the relation between doctors' satisfaction of applied leadership and the quality of their organisational values. This analyse is based on EFQM model by which leadership represents an enabler that influences on people, strategies and processes. In fact, leadership has a direct influence on the satisfaction and motivation of doctors. It also defines strategies orientations and impacts effectively on processes quality. According to EFQM model, leadership as an enabler influences the quality of organisational values of doctors; this one is defined as a result in the model. Thus, EFQM model analyses firstly the impact of leadership on organisational values. It determines secondly actions in the aim to promote development of responsible organisational values of doctors. Thanks to this, the model identifies fundamental problems in leadership that affect negatively processes and opposes organisational values of doctors and top management teams.

The use of an approach based on behavioural style as leadership theory aims to analyse the leadership-organisational values relation. In this theory, leadership represents adopted behaviours of top management teams that directly influences on cooperation, motivation and satisfaction of doctors. This paper analyses leadership style that is oriented to doctors' satisfaction. It analyses how leadership affects quality of social interactions, on trust, and on mutual respect, that defines organisational values. The study of leadership-organisational values based on EFQM model analyses 380 doctors working in different university hospital centres in Algeria. Participating doctors in the studied sample belong to several medical rank from general-doctors to professor-doctors. The analysis of top management teams' leadership as an enabler in the model consists on the analysis of organisational practices, given importance to responsible values, degree of adhesion to values, behaviour of top management teams and leadership rating. However, the analysis organisational values of doctors as the result of EFQM studies principles/engagements, implications and actions of doctors.

Results of the study highlights that behaviours and practices that resume the leadership of top management teams limit and curb the development of integrator organisational values. Almost of participating doctors in the study are disappointed and dissatisfied with the way that top management teams behaves, interacts and leads. Doctors suffer from lake of importance given to responsible and integrator values. The consequence of this is the opposition of doctors with top management teams' organisational values. Doctors are not encouraged to be more responsible in university hospital centres because of the engagement lack of top management teams in the improvement of life quality at work. The opposition of organisational values and principles encourages the development of disengaged organisational values. This increases the level of dissatisfaction and demotivation that is the source of increasing or decreasing of organisational values of doctors.

Keywords: integrator/ disintegrator leadership, doctors, responsible organisational values, behaviours of top management teams, level of satisfaction.