DOMINANT VALUE ORIENTATIONS AND HEALTHCARE IN BULGARIA DURING COVID-19

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Abstract

The study aims to reveal the impact of leadership styles in the field of health care during COVID-19 crisis on organizational culture. The study was conducted among 376 people between February and March 2021 during the first wave of COVID-19 crisis. They were grouped into different demographic categories such as gender, age, education, position in the hierarchy, work experience, place of residence. Cameron and Quinn's method for the types of organizational culture: clan, adhocratic, market and hierarchical and the method of B. Bass and B. Avolio "Multifactor Leadership Questionnaire" have been applied. They describe the transformative (charismatic) leadership style, the Transactional leadership style and the Avoiding (liberal) leadership style. The methodologies have been standardized for Bulgarian conditions by S. Karabeliova (Karabeliova, S., 2011). The data have been processed via SPSS - 21 and correlation and regression analyses have been applied for the purpose of the study. It is based on the assumption that if the sources of influence of the leadership styles on the organizational culture are known, the activity of the organization could be optimized, and the results of their team work could be maximized. The data show that the leadership styles, based on inspirational motivation, individualized attention and liberal management, has the strongest influence.

Keywords: *leadership styles, organizational culture, healthcare organizations, COVID-19, Bulgaria*

1. INTRODUCTION

The dominant value orientations in the field of healthcare remain relevant and significant, especially in connection with the pandemic situation. This gives a reason to study them in an organizational environment in a combination of personality traits - leadership styles - due to the influence of personal and situational factors on the behavior of individuals.

Organizational culture is seen as an important factor in organizational behavior, determining individual and group understanding of the organization, a set of assumptions, beliefs, values and norms that are shared by all members, and it is formed over time. "The idea of organizational culture is abstract, because it cannot be seen or touched, but is present and spread everywhere and affects everything that happens in the organization – being a dynamic systemic concept, culture affects virtually all events in the organization" [1].

Personality is a complex systematic formation that is difficult to be defined unambiguously. Researchers point out that there are more than 50 different definitions but none of them are generally accepted. The analysis of the existing definitions allows to outline some of the most characteristic features of the personality. They are the following:

First of all, each person is unique. It should be emphasized that no two people are exactly alike, even the identical twins. Each person in his behavior and soul is a separate "universe", a subjective world with a unique appearance. This is his special value and significance as a presence in the world.

Second, the personality is a stable entity composed of individual components, such as self-image, beliefs, norms, values, accumulated individual experience and others. This resilience manifests itself as repetition of behavior over time and in different situations. What characterizes a person is therefore the typical way of thinking and behaviour which is characteristic for him.

Third, the personality is not something originally given in a complete form but it changes and develops. There is continuity in this development, so that the later features of the personality have their basis in its earlier characteristics. Personality development is a holistic organic process in which earlier regulatory structures grow into more complex formations. In the process of development, new formations arise that did not exist in the earlier periods of the individual's life. However, they are in line with what has already been given or, in turn, have significantly changed it to suit them in a certain way.

Fourth, the individual aspects of the personality are in a certain conformity and coherence. This is an essential feature that reveals that the personality is not a simple set of motives, emotions, beliefs and behavioral programs but an organized system in which all the elements are connected in one whole.

There are various forms of leadership in an organizational environment and a number of studies unequivocally link them to organizational behavior [2]; [3];[4], with a wide range of skills to deal with organizational challenges [5], by practicing specific behavior and qualities in the organization, such as acquisition of knowledge, strategic thinking, communication skills and development of others [6].

The study of the effect of personality traits and leadership styles on the dimensions of cultural practices and culture in the organization provides an opportunity to track changes in organizational behavior. For this purpose, multiple step-by-step regression analysis was performed, the design of which involves the construction of a regression equation with a dependent variable "organizational culture", and the independent variables include dimensions of personality traits and leadership styles and demographic variables gender and age.

2. MATERIALS AND METHODS

2.1. Participants

The sample consisted of 376 people from three health institutions in the country during the period February - April 2021. The males are 157, the females are 219; the people under the age of 30 are 65, those between 30 and 50 are 188 and at the ones at the age of 50 are123; the participants, living in the capital are 29, in a big city are 213, in a small town and village are 134; the ones who work at public hospitals are 177, at private hospitals are 199; doctors are 231 people, nurses are 55; the people who work in administration are 48 and other staff are 42 people; participants in management positions are 106; and in executive positions are 270. The participants are distributed according to the work experience: up to 6 years - 71 people, between 6 to 30 years - 251 and over 30 years - 54 people; according to the experience in the organization: up to 2 years - 59 people, between 2 to 19 years - 261 and up to 19 years - 56, as well as in terms of the experience of the particular position: up to 2 years - 68 people, between 2 to 10 years - 258 and over 10 years - 50 people. The places are two with 147 people and 229 people, respectively.

2.2. Methods

The empirical research was conducted in 2021 by filling in self-assessment questionnaires in a google platform. The participants are from Sofia, Plovdiv and Stara Zagora. The goals and objectives of the current empirical study, as well as the characteristics of the expected relationships between the phenomena, are essential regarding the choice of methods for processing the results. Such statistical-mathematical methods as descriptive statistics, calculation of mean scores, correlation analysis have been used. The empirical data were analyzed using the computer program SPSS (version-26).

To analyze the influence of personal characteristics, the questionnaire of Donelan and colleagues (The Mini-IPIP - International Personality Item Pool) was used, which contains twenty items with a five-point Likert rating scale [7]. The scale is one of the most famous and frequently used instruments in the world, based on the so-called "Five-factor model of personality". The application of the questionnaire in Bulgarian socio-cultural environment fully confirms the five-factor structure and the high internal consistency of each of the scales[8]. The methodology is standardized for Bulgarian conditions by S. Karabelova [1]. The study focused on the methodology of K. Cameron and R. Quinn to evaluate four types of organizational culture: clan, adhocratic, market, hierarchical and used the version adapted by

S. Karabelova [1], in which the items are assessed with a five-point Likert rating scale, ranging from 1 ("it doesn't apply to me at all") to 5 ("it completely applies to me").

3. RESULTS

In order to predict the impact of personality traits and leadership styles on the dominant value orientations, multiple linear regression analysis has been applied, which allows to analyze both separately and jointly the influence of two or more independent variables on one dependent variable. The influence of gender, age, personality traits of the Big 5 / neuroticism, openness, extraversion, agreeableness, conscientiousness / as well as the leadership styles - liberal leadership, management by exception, idealized influence (charisma), contingent reward, inspirational motivation, individualized consideration regarding the types of organizational culture / Clan, adhocratic, hierarchical, market /.

In order to determine both individually and jointly the influence of two or more independent variables on one dependent variable, multiple Llinear Rregression analysis has been applied. The dependent variable is the type of organizational culture, the independent ones - personality traits and leadership styles, as well as age and gender. The regression method ENTER has been used.

The model summary table gives the scores for: R - the correlation coefficient, because there is only one dependent variable – the type of culture; R Square is the mixed correlation coefficient and is a statistical indicator for the consistency of the regression equation with the actual data; Adjusted R square represents the standard deviation of the scores of the dependent variable. The most important coefficient is the one of determination R Square, because it shows the adjusted coefficient of determination, which means that 23% of changes in the clan culture can be explained via personality traits and leadership styles. This score is not large but it should be taken into consideration that the regression is linear.

The ANOVA (Dispersion Analysis) table summarizes the results of the analysis of variance, which shows whether the regression model predicts the dependent variable. The ratio of the variation in Mean Square, which is explained by the Sum of Squares regression to the residual unexplained variation F, and the statistical significance is p, which, if less than $p = 0.05$ is statistically significant. The coefficients table shows the regression non-standardized coefficients B, the t-scores for the null hypothesis test (no linear relationship) for each coefficient and whether they are statistically significant p.

Scatterplots made to verify the prerequisites of the regression analysis showed a normal distribution and this is a prerequisite for the conclusion that the variance is homogeneous.

The combination of variable clan organizational culture, Big 5 personality traits, leadership styles, age groups and gender is statistically significant $F = 7.546$; $p = .000$. The score of the corrected coefficient of determination Adjusted R Square is equal to 0.23, which shows 23% of the changes in clan culture can be explained by the regression model and is not much larger than the typical magnitude of the effect [9].

It is assumed that the most significant influence on the clan culture is exerted by the leadership styles idealized influence (charisma) and individualized consideration, with leading personality traits according to BIG 5 extraversion and agreeableness. This result could be explained by the fact that clan culture is oriented towards flexibility, freedom of action, individual change and orientation towards improvement [1]. Thus, leadership is differentiated as a role model and example of behavior, and in parallel there is a correspondence between the attitudes and values of the organization.

Dependent Variable:	R	R Square	Adjusted R Square
Clan culture	.476[a]	0.226	0.196

Table 1. Model Summary

Sum of Squares	df	Mean Square	F	p
1610.519	14	115.037	7.546	.000[b]

Table 2. ANOVA

Beta	B	Beta	t	p
(Constant)	7.100		3.293	0.001
Extraversion	0.171	0.106	2.215	0.027
Agreeableness	0.117	0.084	1.618	0.106
Conscientiousness	0.022	0.017	0.314	0.754
Neuroticism	0.086	0.056	1.146	0.253
Openness	-0.085	-0.049	-0.996	0.320
Idealized influence, charisma	0.306	0.165	2.397	0.017
Inspirational motivation	-0.124	-0.065	-0.943	0.346
Individualized consideration	0.312	0.163	2.304	0.022
Contingent reward	0.066	0.037	0.585	0.559
Management by exception	-0.147	-0.076	-1.282	0.201
Liberal leadership	0.347	0.163	2.838	0.005
Gender	-0.280	-0.032	-0.666	0.506
Age	0.214	0.034	0.704	0.482
Intellectual stimulation	0.164	0.096	1.345	0.180

Table 3. Coefficients

The emphasis is on mutual assistance in order to achieve common goals, which is understandable due to the specifics of the activity. In the studied health organizations striving for maximum levels of fulfillment and respect for the individual feelings and needs is stimulated. At the same time, new ways to improve the work process and new solutions to existing problems are being sought. The highest scores for extraversion and agreeableness are observed in the clan culture, where essential values are empathy, communication and development. These are some of the main characteristics required in the health organization in order to achieve positive results and maximum efficiency. The friendly environment where employees give a lot of themselves, the centripetal forces in the form of loyalty and traditions, empathy for the organization - these are the results of the external locus, self-confidence, sociability and positive attitude, characteristic of extraversion. The health organizations create a high appreciation of the long-term benefits of human resource development and great importance is emphasized on the internal unity and spirit of the organization. This is explained by the high scores of extraversion and agreeableness, leading to success, which is defined as a sensitivity to patients (clients) and care for staff; teamwork, empathy and consensus are highly respected. Leadership styles based on idealized influence and inspirational motivation have the strongest influence on the adhocratic type of culture.

Dependent Variable	R	R Square	Adjusted R Square
Adhocratic	.479[a]	0.229	0.2

Table 4. Model Summary

Sum of Squares	df	Mean Square	F	p
1610.519	14	115.037	7.546	.000[b]

Table 5. ANOVA

Adhocratic	B	Beta	t	p
(Constant)	6.201		3.220	0.001
Extraversion	0.088	0.061	1.269	0.205
Agreeableness	0.092	0.074	1.427	0.154
Conscientiousness	0.124	0.102	1.942	0.053
Neuroticism	0.189	0.138	2.837	0.005
Openness	-0.030	-0.019	-0.390	0.696
Idealized influence, charisma	0.197	0.119	1.732	0.084
Inspirational motivation	0.161	0.095	1.372	0.171
Individualized consideration	-0.073	-0.042	-0.600	0.549
Contingent reward	0.338	0.212	3.334	0.001
Management by exception	-0.312	-0.179	-3.049	0.002
Liberal leadership	0.365	0.191	3.346	0.001
Gender	0.138	0.018	0.369	0.712
Age	0.027	0.005	0.098	0.922
Intellectual stimulation	0.092	0.060	0.843	0.400

Table 6. Coefficients

High scores of agreeableness and conscientiousness in a dynamic work environment and employees willing to take risks have been observed. This is also a part of the specifics of the health organization. Patient trust, friendliness, willingness to help, good reputation and lack of conflict lead to the most effective results. Based on the results, it can be assumed that in those health organizations discipline, high sense of responsibility, perseverance in achieving goals, good organization and motivation for success dominate. Cooperation (agreeableness) describes an organization with friendly employees, always ready to help, good reputation and conflict avoidance.

Dependent Variable:	R	R Square	Adjusted R Square
Hierarchical	.474[a]	0.24	0.107

Table 7. Model Summary

Sum of squares:	Mean square	F	p
642.278	45.877	4.001	.000[b]
4139.158	11.466		

Table 8. ANOVA

Hierarchical	B	Beta	t	p
(Constant)	9.597		5.133	0
Extraversion	0.044	0.033	0.654	0.514
Agreeableness	0.088	0.077	1.401	0.162
Conscientiousness	0.071	0.064	1.14	0.255
Neuroticism	0.132	0.105	2.042	0.042
Openness	-0.008	-0.006	-0.108	0.914
Idealized influence, charisma	-0.059	-0.038	-0.529	0.597
Inspirational motivation	0.327	0.21	2.869	0.004
Individualized consideration	-0.009	-0.006	-0.077	0.938
Contingent reward	0.101	0.069	1.03	0.304
Management by exception	0.055	0.035	0.559	0.576
Liberal leadership	0.265	0.152	2.501	0.013
Gender	0.49	0.068	1.348	0.179
Age	0.315	0.061	1.193	0.234
Intellectual stimulation	-0.117	-0.083	-1.106	0.27

Table 9. Coefficients

The data show that the strongest influence on the hierarchical culture is exerted by the leadership styles based on inspirational motivation and liberal leadership. The orientation is towards the internal environment, effective team management, employee development and interpersonal relationships. There is stability and internal maintenance of the system. Thus, the stimulation and motivation of health employees leads to success in conditions of a dynamic change and a clear reality is constructed by the management for competitive and efficient organization [1]. In the hierarchical culture, extraversion, cooperation and purposefulness have a strong influence and they determine behavior which follows clear rules, stable structure, clear mechanisms of management and control, leading to maximum efficiency in the health organization. This explains the discipline, high sense of responsibility, perseverance towards goals, good organization and motivation for success in the studied health organizations, available strong relationships with agreeableness, a trait that determines the attitude to work and life.

Dependent Variable:	R	R Square	Adjusted R Square
Market	.374[a]	0.14	0.107

Table 10. Model summary

Sum of Squares	Mean Square	F	p
1307.562	93.397	7.676	.000[b]
4392.555	12.168		

Table 11. ANOVA

Market	B	Std. Error	Beta	t	p
(Constant)	10.169	1.977		5.143	0
Extraversion	0.062	0.071	0.044	0.873	0.383
Agreeableness	0.069	0.066	0.057	1.043	0.298
Conscientiousness	0.138	0.065	0.117	2.103	**0.036**
Neurotocism	0.134	0.068	0.1	1.959	0.051
Openness	-0.059	0.078	-0.039	-0.758	0.449
Idealized influence, charisma	-0.113	0.117	-0.07	-0.967	0.334
Inspirational motivation	0.482	0.12	0.292	3.997	**0**
Individualized consideration	-0.054	0.124	-0.033	-0.437	0.662
Contingent reward	0.125	0.104	0.081	1.201	0.231
Management by exception	-0.043	0.105	-0.025	-0.409	0.683
Liberal leadership	0.137	0.112	0.074	1.219	0.224
Gender	0.059	0.385	0.008	0.154	0.878
Age	0.352	0.279	0.064	1.263	0.207
Intellectual stimulation	-0.016	0.112	-0.01	-0.139	0.889

Table 12. Coefficients

In the market type of culture, it has been observed that the strongest influence is the one of the leadership style, based on the inspirational motivation with the conscientiousness as a leading personality trait. The studied health organizations create a clear and inspiring vision for the future. Management motivates employees by building confidence, enthusiasm and team spirit. This encourages closer commitment to organizational goals and vision. This explains the discipline, the high sense of responsibility, the consistency towards the goals, the good organization and the motivation for success in the studied health organizations. Market culture is influenced primarily by agreeableness, followed by focus, neuroticism and openness. This explains the orientation towards the external rather than the internal environment, with core values productivity and competitiveness, accompanied by creativity and passion of the individual to acquire new knowledge and experience. High levels of conscientiousness, agreeableness and openness, combined with extraversion, describe an organization with sociable and courteous employees seeking and discovering new forms of knowledge in order to meet the needs of patients (clients).

4. DISCUSSION

Good cooperation and coordination, as well as motivation for work, accompanied by collegiality and innovation, lead to high motivation and synergy between health employees. In this organizational environment there are high levels of creativity and passion for new knowledge, determined by openness. The orientation is towards constant change, flexibility and freedom of action. It is crucial to promote competitiveness, to serve patients and raise their expectations.

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