

# Pilot Testing on Leader-Member Relationships and Hospital Performance in A General Hospital of Traditional Chinese Medicine

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## Abstract

This research explores followers' characteristics from doctors' perspectives and the leader-member exchange imperative in the Hospital of Chengdu University of Traditional Chinese Medicine's performance. LMX theory is employed in this article. This study's focus groups comprised 10 participants, including five leaders and five members from the hospital. This research found that doctor followers' conscientiousness impacted the quality of LMX and their performance. Moreover, conscientiousness, agreeableness, and extraversion were linked to positive affect, while neuroticism and narcissism was linked to negative affect. Finally, positive affection positively impacts LMX and vice versa. The present study included two potential research limitations. First, personality was measured by the Big Five Factors; thus, the previous researchers could not analyze it in the real world. Second, although the researcher did have two sources of data (such as the doctor leader and doctor member), it is a possibility that the data collection may have influenced some of the proposition's relationships because the data collected was limited. On the other hand, the study found that followers' conscientiousness determined that the quality of LMX significantly impacted LMX and their performance. Leaders' conscientiousness and extroversion can positively impact LMX.

**Keywords:** Big five model, LMX theory, followers characteristics, a General Hospital of Traditional Chinese Medicine, hospital performance

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## 1. INTRODUCTION

In recent years, progress in medicine and the renewal of therapeutic methods have improved the quality of patient treatment. Despite this, the number of medical accidents has increased; hence, reducing the probability of medical accidents has aroused the attention of medical academics (Lerner,1978). According to data from the National Health Commission of the People's Republic of China (NHC), medical disputes in 2013 reached about 70, 000 cases. In 2014, 115000 cases of medical disputes were recorded, and patient safety remained severe (Shepherd,2014). Efforts to create a patient safety culture have centered on developing improved processes and adopting technology rather than exploring team relationships and exploring team relationships and leader influences (Edmondson et al., 2001). This article stresses the role of the leader-member relationship in creating a patient safety culture.

The Big Five Traits, also known as the Big Five Factor Model (FFM), consist of agreeableness, conscientiousness, extroversion, openness to experience, and neuroticism, also called emotional stability (McShane & Von, 2015). Previous research has shown that conscientiousness, agreeableness, and extraversion have a positive relationship with LMX, whereas neuroticism has a negative relationship with LMX. According to Dansereau et al. (1975), leaders should develop high-quality relationships with their followers but not all. The outcomes of these

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relationships, in-group members, and leaders share more private time, energy, and resources from both organizations and the private sector (Schein, 2010). Outgroup members have job-related relationships.

Additionally, LMX relationships can be formed in different dimensions for many reasons and under different conditions (DeLeon, 2012). In other words, relationships can be developed across different dimensions. This study focuses on two constructs consisting of three dimensions for the in-group and two dimensions for the out-group. According to Agarwal (2012), the LMX group has three dimensions:

Contribution	performs that follower's behaviour in the mutual work task with their leaders.
Loyalty	Leaders and followers can support each other in public.
Affective	simply liking each other.

## **2. LITERATURE REVIEW AND METHODOLOGY**

### **2.1 Patient safety culture**

Patient safety culture is defined as the product of individual and group values, attitudes, competencies, and patterns of behavior that determine the commitment to, and style and proficiency of, the organization's health and safety programs (Upadhyay et al., 2020). This study examined the relationship between physicians' leaders and their staff and how these relationships influence patient safety culture. It used secondary data analysis to test a model that explains the influence of leader-member relationships on employees' performance and hospital performance. It is convenient to collect data because researchers are hospital managers.

### **2.2 Data and sample**

This research aims to fundamentally determine the impacts of followers' characteristics on LMX by using LMX theory and the characteristic features of the Big Five Factors model. Semi-structured, open-ended interview questions related to FFM and LMX theories were applied to the discussion of these two groups. There were forty-one interview questions, including three basic questions; the others were follow-up questions. Employing a face-to-face interview is the better way to know the verbal and non-verbal quest towards interviewees, in addition to being a better way to capture the interviewees' uncomfortable feelings towards the questions (Bond, 2015). The interviewees will be full-time doctors working at the Hospital of Chengdu University of Traditional Chinese Medicine and from different departments. The sample included five leaders and five members. Subsequently, each interviewee will introduce the Big Five Factors Model; if they have done the BFF test before, ask them the results and whether they satisfy the previous test; otherwise, the tests will be performed by those who have never done the BFF test. The results provided feedback to them.

As a result, a preliminary analysis of this study was obtained through interview transcripts generated from the two-focus group discussion. Further, the essential points related to detailed analysis and research objectives were abstracted, edited, and summarized in tabular format.

### **2.3 Hypnosis**

For the pilot test, statistical analyses were conducted using SPSS version 16. Simple frequency distribution methods were used to analyse the data. The hypnosis is:

H1: Doctor followers' characteristics of different version, agreeableness, and conscientiousness can link positive affection and, in turn, positive LMX and their performance.

H2: Doctor followers' character of the different versions positively impacts the quality of affection and distributes it to LM X-Liking/Trust and their performance.

H3: Doctor followers' agreeableness positively impacts the quality of affection and distributes it to LMX - Loyalty and performance.

H4: Doctor followers' character of the different versions positively impacts the quality of affection and distributes it to LMX-linking LMX -contribution and their performance.

H5: Doctor followers' characteristics of neuroticism and narcissism negatively impact the quality of LMX and distribute these to the out-group dimension of LMX and their performance.

H6: Positive affection negatively affects LM and performance.

H7: Negative affection positively impacts LMX and performanceEnsure that you return to the 'Els-body-text' style, the style that you will mainly be using for large blocks of text, when you have completed your bulleted list.

### 3. DISCUSSIONS

#### 3.1 Propositions Testing

The researcher utilized the discussion recording and aspects from participants to test all seven propositions step-by-step. As Table 1 summarizes, there are two predictive propositions and five nonpredictive propositions.

Table 1: Result of Proposition Testing

Propositions	Testing Result
P1: Followers' characters of extraversion, agreeableness, and conscientiousness can link positive affection, positive LMX, and their performance.	supported
P2: The follower's character of extraversion positively impacts the quality of affection and distributes it to LMX-Liking and their performance.	Impact not clear
P3: Follower's character of agreeableness positively impacts the quality of affection and distributes it to LMX-Loyalty and their performance.	Impact not clear
P4: Follower's character of extraversion positively impacts the quality of affection and distributes it to LMX-Liking LMX-contribution and their performance.	Supported
P5: Follower's character of neuroticism and narcissism negatively impact the quality of LMX and distribute these to out-group dimension of LMX and their performance.	supported
P6: Positive affection negatively impacts the LMX and their performance.	Not supported
P7: Negative affection positively impacts the LMX and their performance.	Not supported

#### 3.2 Comparative analysis

This section of the comparative analysis explores followers' and leaders' perceptions of the impacts of the Big Five Factors. According to the interviewees' BFF results shown in Table 1, for the followers' group, their positive affections of conscientiousness and extraversion are lower than leaders' personalities, except for agreeableness personality, which is higher than leaders' perspectives. Regarding neuroticism, leaders' test results were higher than their followers. Most interviewees had higher openness to experience, conscientiousness, and extraverts and lower openness to agreeableness and neuroticism.

#### 3.3 Comparative analysis of big five results

The BFF results shared by interviews allowed the researcher to gain insight into similarities and differences based on the characteristics of extraverts, conscientiousness, and agreeableness in the leaders' and followers' groups. The study focuses on four characteristics of the Big Five Factors; the researcher summarized the comparison between both groups in Table 2.

Table 2: Interviewees' BFF Result

Group	Significant Five Factors (High)					Done Test	BFF	Agree with the Result
	O	C	E	A	N			
Follower Group	3	3	3	2	0	5	4	
Leader group	4	3	5	1	2	5	4	
Summary	7	6	8	3	2	10	8	

Table 2 shows that neuroticism and extraversion characteristics are higher in the leaders' group than in the members' group. In the interviews, more leaders reflected that communication is important because they should be offered more trust and respect. In particular, followers are engaged in several organizational situations, such as asking for help with complex problems or other advice.

From the followers' perspective, agreeableness personality was higher than in the members' group. However, according to the members' group, performance is the most important way to measure LMX quality, regardless of agreeable personality. In other words, followers' agreeable personalities do not affect LMX.

### 3.4 Comparative analysis of LMX

Table 3: Comparative analysis of LMX

Focused Groups/LMX	Significant Five Factors (High)/Quality of LMX				
	C	E	A	N	Narcissism
Followers Group	Positive	Not clear	Not clear	Negative	Negative
Leaders Group	Positive	Positive	Negative	Negative	Negative

#### 3.4.1 Conscientiousness----- LMX-Contribution

Generally, both groups agreed that conscientiousness was a vital characteristic of LMX quality. Conscientiousness can strongly reflect job performance, which is relevant to job contribution. Most followers responded that they had strong confidence in the quality of LMX and its high capabilities in the workplace. Similarly, leaders dislike members because most members cannot complete a task or project independently. However, the researcher considered that from the members' perspective, if members tend to build high LMX with their leaders, they should consistently have higher conscientiousness than their leaders.

#### 3.4.2 Agreeableness (A) -----LMX—Loyalty

An employee's agreeableness is an essential factor that reduces turnover, increases job satisfaction, and improves task performance. On the other hand, each team in the organization aims to set up a coherent and one-goal group; therefore, agreeableness is vital for members. However, in the members' interview group, most reflected that most members showed low loyalty, although they had high-quality LMX. In contrast, leaders presented higher loyalty in the interviews, although they were clear with a lower degree of loyalty. Therefore, from this point of view, lower agreeableness can be reflected in members' perspectives.

#### 3.4.3 Extraverts (E) ----- LMX—Liking/Trust

Regarding extroverts' characteristics, the two focus groups were at a high level. Regardless of the leader group or member group, extroverts keep having good dyadic communication, solving problems to develop and sustain the quality of LMX. However, the researcher found that in this study, members were not clear about the quality of LMX compared with leaders who responded that they believed there was high quality with their leaders. One leader responded that most members liked them because of their authority and leaders' abilities.

#### 3.4.4 Neuroticism (N) and Narcissism ----LMX—Negative

Conversely, neuroticism and narcissism were attributed to the adverse effects of this study. Members with lower negative affection versus leaders, either from the BFF test results or their feedback during the interview. However, it is worth mentioning that leaders had a higher level of negative affection than members did.

### 3.5 Detailed analysis from follow-up questions

First, agreeableness is not essential from the perspective of leaders and members. Most leaders' feedback was that their followers worked for themselves, not for leaders or industries. Additionally, most followers had the same number of respondents. Leaders, not followers, decide one of the main reasons for having quality LMX. Another reason is that this study was conducted in Asia; all interviewees were Malaysians, and thus, hierarchy is an essential factor influencing follower feedback. For the leader's group, all leaders are loyal to their industries, while they have no confidence in their followers' loyalty because they believe that most followers work for themselves.

To further study the findings above, another finding is that followers do not clear on the quality of LMX with their leaders. However, most of them are extroverts, demonstrated either by test results or their answers in the group. Most leaders in the leader's group ensure positive LMX with their followers, although most are introverts. There are gaps between the tests and responses in the discussion. One reason is that all leaders were extraverted sometimes and introverted at other times; thus, followers cannot decide whether LMX is quality with their leader.

Furthermore, from both focused groups of interviews, positive affection did not negatively impact LMX. The researcher explains that all interviews are Chinese, meaning they will not think of the box. Another reason is that each focused group interview should be completed within 90 minutes with about 43 questions; that is, they do not have enough time to think deeply and discuss with other participants in the group. However, two of the interviewees from each group responded that negative affection possibly impacts positive affection; the member had graduated from a master's level in an overseas university and is now working in another country, while another leader had ever worked in an overseas country for many years. In addition, the two interviewees were open. In summary, the characteristics of openness and experience of fruits are essential for this study. Furthermore, there are some gaps with their previous responses; if they rejected that positive affection did not negatively impact LMX, there are some differences with the answers for Proposition 4. That means they did not know conscientiousness is attributed to positive affection, while in this research, no one asked what positive affection was. Another example is that at the end of the interview, the researcher asked about the definitions of neuroticism and narcissism; most did not know, and two participants answered part of the definition.

The researcher explained the above phenomenon as most Asian people stressed "face." Similarly, for most participants, negative affect did not positively impact LMX. One reason for this is that both interviews occurred at night; most were tired and had no energy to think much for the last three questions. Another reason is that Asians would not like to ask questions in the public environment, even in the online group, because of the "face" reasons mentioned earlier because most of them explained two terms just from one angle; for example, they demonstrated narcissism as self-centered, in effect, narcissism has three meanings which explained in Chapter Two. In addition, according to the interviewees' explanations, there were some gaps in the term neuroticism, which were described as anxiety, dispersion, and unhappiness. The low esteem for some issues can also be explained by neuroticism.

#### **4. RECOMMENDATIONS**

Regarding the response to the fundamental question, the Five Factors Model (FFM) indicated five personality traits that could reflect interviewees' characteristics. Most of the interviewees agreed with the BFF results. Three males and two females were involved in the leader group, and some interviewees disagreed with the BFF results. For example, a male doctor in the leader group said he was introverted, but the result was the opposite. In addition, in the member group, a female doctor disagreed with the test result because she had a strong sense of responsibility in the workplace.

There were some significant differences between the groups, with minor differences. Being in the leader's group, the results were extraverts. The very reason to be a leader is to deliver their opinions to their members and present the teams' results to their stakeholders. Leaders typically aim to coach members' continua to drag them to catch their performance. From a leadership perspective, leaders share points and help others grow up. This is the difference between members in which extraverts do not impact the quality of LMX. One reason is that organizations have a greater tendency towards members' performance, regardless of their advection ability. For instance, extreme extroverts tend to be dishonest, such as fake sales reports and advocating self-performance. However, regardless of the leader or member, the individual would have some negative affection toward their responses. Some narcissism will help members achieve challenging tasks and help leaders present their self-confidence before team members. Similarly, suitable neuroticism towards leaders and members will evaluate their challenging tasks and require them to be sensitive to economic changes and new principles by governments and competitors.

Based on proposition testing and detailed analysis, it is confirmed that conscientiousness positively impacts the quality of LMX and, therefore, hospital performance. Conversely, extroverts and agreeableness had no apparent impact on LMX quality. In addition, neuroticism and narcissism negatively affect LMX. Moreover, leaders' characteristics of extroverts positively impact the quality of LMX since it will affect the follower's production and contribution; that is, leader doctors should be good at communication. Next, this study found that the negative affections of neuroticism and narcissism negatively impact the quality of LMX from both leaders' and members' perspectives. However, there was still a slight impact on LMX quality. Namely, positive affection can negatively impact the quality of LMX and vice versa.

In the future, this article will be the first study to enhance our thought of how followers' differences in personality make organizations have a high sense of increasing followers' conscientious Freudenberg since it is associated

with followers' performance. Meanwhile, future researchers should enlarge the dimensions of followers' and leaders' traits in public hospitals and the private sector because both sectors have different cultures and work environments. Future researchers should employ cognitive and affective tests to obtain more accurate results, such as the DISC.

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