Comparison of Servant Leadership (SL) at hospital wards in Denmark, Iceland and Sweden: A NOVO Multicenter study

Gunnarsdóttir, Sigrún; Birgisdóttir, Birna Dröfn; Edwards, Kasper; Harlin, Ulrika; Jarebrant, Caroline; Ulin, Kerstin; Johansson Hanse, Jan; Winkel, Jørgen

Published in:
Abstract book - 8th NOVO Symposium, Sustainable health care production systems

Publication date:
2014

Document Version
Publisher's PDF, also known as Version of record

Link back to DTU Orbit

Citation (APA):

General rights
Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.
Comparison of Servant Leadership (SL) at hospital wards in Denmark, Iceland and Sweden: A NOVO Multicenter study

Sigrún Gunnarsdóttir¹, Birna Dröfn Birgisdóttir², Kasper Edwards³, Ulrika Harlin⁴, Caroline Jarebrant⁵, Kerstin Ulin⁶, Jan Johansson Hanse⁷ & Jørgen Winkel⁸

¹ University of Iceland and Bifröst University, School of Business, Iceland
² Reykjavik University, School of Business, Iceland
³ Technical University of Denmark, Department of Management Engineering, Work, Denmark
⁴ Swerea IVF & Chalmers University of Technology, Dept. of Product and Production development, Sweden
⁵ Swerea IVF & University of Gothenburg, Dept. of Sociology and Work Science, Sweden
⁶ Sahlgrenska University Hospital & University of Gothenburg, Sahlgrenska Academy, Institute of Health and Care Science, Sweden
⁷ University of Gothenburg, Department of Psychology, Sweden and Nordic School of Public Health NHV, Gothenburg, Sweden
⁸ University of Gothenburg, Dept. of Sociology and Work Science, Sweden (& Technical University of Denmark, Dept. of Management Engineering, Denmark)

Email of presenting author: sigrungu@bifrost.is

1. Background
Leadership support is essential regarding healthcare professionals’ psychosocial work environment, job satisfaction, health and turnover intentions.

2. Aim
To investigate if there were differences between hospital wards in three Nordic countries as regards servant leadership (SL). A second aim was to examine the associations between SL, job satisfaction and health.

3. Material and Methods
Questionnaire-based cross-sectional studies were undertaken at hospital wards in Denmark, Iceland and Sweden. The study included 516 healthcare professionals. Oral and written information were given regarding the main aims of the study and that the study would follow strict guidelines of confidentiality. Employees’ perceptions of SL were measured using a 23-item six-dimensional SL scale (van Dierendonck & Nuijten 2011). These six dimensions were: empowerment, standing back, accountability, courage, humility and stewardship. Each SL-item was rated using a six-point Likert-type scale where high scores represent employees who perceived high servant leadership behavior in their leaders (1 = strongly disagree to 6 = strongly agree). Job satisfaction and health were measured using items from the COPSOQ questionnaire (Pejtersen et al., 2010).

4. Results
There was a significant difference of SL scores between the Nordic countries, F(8,507) = 4.27, p<0.001. The mean values were within the range of 3.80-4.89 on a six-point scale. Results indicate that dimension mean values vary within SL. Also, there were significant correlations between SL and job satisfaction and health.

5. Conclusions
The results suggest that SL at hospital wards varies between the three Nordic countries and that SL is associated with job satisfaction and health.

Financial support: The Nordic Council of Ministers and national grants.
References: