

# What a Situational Leadership Influences Organizational Culture

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**Abstract:** Leadership plays a very important role in achieving a high-quality organizational culture and nursing quality. Organizational culture guides the direction of organizational activities. Clear organizational culture could guide employees to make clear times and goals. Using the ideas to guide employees to carry out various actions, to complete work tasks with high quality. Different leadership styles apply to different organizations and employees, while situational leadership requires employers to use different management styles according to the actual situation of employees. The advantage of situational leadership is that the leader can flexibly adjust according to the abilities of the employees and the attributes of the task. On the one hand, employees can fully express their ideas, maximize their talents, and enhance the cooperation and trust between the two sides; On the other hand, leaders who are open-minded and willing to accept opinions are more conducive to forming common values with employees. Better yet, empowering employees according to their abilities can move organizations in a faster and better direction. Situational leadership requires leaders at different levels to share the same cultural orientation and set up more scientific values for employees. Together, we can replace bullying with a culture of compassion that shows the value and meaning of the people. In future practice, we should make comprehensive use of the advantages of various leaders and better apply them to culture.

**Keywords:** Situational Leadership, Organizational Culture, Bullying, Values, Empowerment

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## 1. Introduction

A press statement chaired by Robert Francis QC stated that what they aspire to is a patient-centered culture that has zero-tolerance for violations of basic criteria, publicity and transparency to patients, powerful cultural guidance, sympathetic care, and helpful service information. The King's Foundation recognizes that only the active participation of everyone, including the government, society, hospitals, and strong measures can ensure that the country and its systems work in an orderly manner [1].

Only organized, efficient and high standard care can be called a high-quality nursing culture. This requires everyone in our work to have a clear goal and time plan. This is the importance of forming a culture. Culture means the method things are done, which leads to a consequence. In a collective leadership culture, employees at different levels have some

autonomy to take action, trust each other, and use their minds to improve the quality of care. A command-and-control culture does not have this advantage and is not conducive to achieving quality care. Situational leadership has certain advantages in this aspect [2].

However, leadership, whether formal or informal, has the deepest impact on organizational culture. Therefore, it is very important to choose the right leadership to achieve the goal of high-quality care. Because it is related to the culture and strength of the whole group [3].

Situational leadership stands for the mutual relation between task behaviors such as providing instructions, directions, and guidance and the relationship behaviors, listening support, and value [4]. This style provides the advantages of integrated strategies considering individual and context demands, which can maximize the learning experience and satisfaction of employers in a practical context [5].

The advantage of situational leadership is that it is very flexible and can adjust the corresponding tasks according to the specific situation. For some capable employees, it can give full play to their talents and enhance the trust and unity of leaders and employees [6]. The challenge of situational leadership is how to quickly identify the attributes of subordinates and determine their characteristics. That way you can be clear about everyone's tasks and not be confused in certain situations. This assignment is to demonstrate that situational leadership is beneficial to organizational culture. This paper will discuss compassion culture, bullying, empowerment behavior, and values.

## 2. Sympathy for the Culture

One of the biggest complaints from patients in recent years has been a lack of empathy. For instance, no enthusiasm, no initiative to help, unable to recognize their own mistakes in time, or no patience for patients. Compassion is a motivational response that allows people to let their guard down and judge, open their hearts to those in trouble, and try to help others in their way [7]. It would hinder the spread of good practices across organizations and lead to devastating experiences for patients, their loved ones, and the staff who care for them without a common culture of care and compassion. By doing so, and by showing our natural compassion, we are happier in our work and lives [8].

To significantly improve patients' experience, it takes not only enough people but also high standards of care and experience. Compassionate nursing culture is conducive to the spread and continuation of high-quality care, which needs to be learned by those directly related to patients. Nevertheless, it also needs to be studied by the managers of these employees, because the behavior of employees is mostly controlled by leaders [8]. At a time when the healthcare industry is under increasing pressure, providing quality patient care is central. Compassion is a prerequisite for high standards of care and requires the right leadership to apply it to the organizational culture [8].

Each person's experience is different, the response to things will be different, the face of the service to show compassion also need to be tempered and experienced. This requires leaders to be flexible in communicating culture according to different circumstances. This fits well with the characteristics of situational leaders [7]. At this point, leaders must use situational leadership to guide employees according to their experiences and characteristics. It can complete the work efficiently and satisfy the patients. Each of us can contribute to the creation of culture. A culture of love, a culture of zero tolerance for lack of empathy, and a culture that makes all of our employees feel healthy and happy [3].

## 3. Bullying

When it comes to bullying, we need to talk about it and let everyone know that it is wrong and needs to change. getting everyone to talk about it directly is not so easy. It is

to every nurse to do their bit to try and change our culture, both for work and life [3].

The Nursing Ethics Committee explicitly requires nurses to maintain mutual respect with their colleagues at work and to do their best to achieve quality nursing services. Standard 6.4 states: "Your behavior towards colleagues should always be respectful and not include dismissiveness, indifference, bullying, verbal abuse, harassment or discrimination" [9]. Millis wanted those who read this article to know more about bullying. Be able to look back and think about your behavior, have you ever treated others, whether there is similar behavior, and you are not aware of it. On the contrary, you can adjust your mentality and change your words and deeds, so that colleagues and patients can get along with you more comfortably. This will not only improve your life condition but also make patients have a better experience [3].

Guglielmi also confirmed that when employees feel that the group does not treat the efforts of members fairly, they will get more pressure. In this case, workplace bullying is more likely to occur. If the organization is recognized by its members, the sense of fairness and justice can be effectively improved. As a consequence, bullying behavior can be effectively controlled [10].

## 4. Values

What a nurse receives and experiences during her student years and after entering the clinic has a direct impact on her values, which in turn affects her attitude and practice towards patients at work. When there is a contradiction between the individual value and the overall value of nurses, it will affect the turnover rate of medical institutions. Correct values should not only be started from the education of students but also be aware of the core values of all people in work, to give the correct guidance. To play a bigger role in today's complex health care systems [11].

As role models for employees, leaders must be open-minded, receptive, supportive, and reflective. They need to have professional knowledge and strength, timely communication, support and help when employees need it, and clear organizational goals, constantly indoctrinating team members. So that they can share common values and work together for a better goal [12].

An advanced situational leader needs to be clear about how to get recognition from his employees, which is closely related to his values. An individual's opinions and habits not only affect the composition of his inner ideas and values but also can be reflected in the ideas of his team members and the characteristics of his competitors. An individual's knowledge system and life experience have a great influence on the judgment of an event. An enlightened leader is willing to learn the latest knowledge, keep innovating, listen to the experience, opinions, and suggestions of members in combination with practice, make the most reasonable judgment after full consideration, and lead employees to discuss and reach consensus. This is the formation of the common value [13].

## 5. Empowerment

Management is diversified, and experienced managers are clear that the group needs all people to participate, strive for the same goal, and make progress together. When encountering setbacks, we also need to pool our wisdom and overcome difficulties together. Instead of following the orders of just one leader, move forward blindly regardless of whether the plan is reasonable or not [12]. Empowering and promoting the initiative of the capable and active participation of all can effectively prevent similar situations from happening.

It takes initiative to do a good job. By delegating, employees can feel more confident and less constrained to complete their work. Employees can redesign their work content and schedule based on their knowledge system and actual situation, to complete more and more complex work tasks more effectively. This is not only a recognition of the employees' work but also can neutralize some negative emotions and have a very positive effect on their psychology. And leaders can gain and gain more support in the process of delegating. This culture can also motivate other active employees who are currently at the grassroots level [14].

The delegation, the transfer of some power to the right employee, is also an act of leadership. It implies not only the delivery of power but also the responsibility of the authorized person within his jurisdiction. In this way, employees can not only improve their sense of responsibility, independence, and innovation ability but also have a sense of active service and ownership to a certain extent. Instead of working as an employee to complete the tasks assigned by the leader step by step, it can also help to meet the needs of the career and improve the employee's career satisfaction [14]. Situational leaders need to be good at finding competent people and delegating certain powers to form a harmonious and positive organizational culture.

Authorized representative leaders recognize the importance of grassroots work, express their trust in subordinates, hope that more people can be free from bureaucratic restrictions, improve their initiative in work, and participate in decision-making to achieve goals. When subordinates feel the empowering behavior of the leader, they can reduce the tension, put forward reasonable suggestions at the right time, and complete the work more effectively. Leaders give subordinates ample opportunities to show their leadership skills and innovative thinking. When necessary, offering help and support can not only increase the participation of all staff but also improve their job satisfaction and have a positive impact [15].

For individuals, empowerment is about using the ability and knowledge of the team to reorganize tasks with new members of the organization. People from different levels will have different views and experiences. After the discussion of the practice team, the completion of the task will become more practical. This is also one of the strengths of situational leadership [16].

## 6. Conclusion

Every day we face challenges, especially as members of the medical team. Busy medical staff in the front line face a variety of patients and different situations every day, and many problems can only be understood more through communication, which can be applied to the actual situation in the future [8]. This requires situational leadership that requires leaders from different levels to have common cultural guidance and establish more scientific values for employees.

Through our joint efforts, bullying is gradually improving. In its place is compassionate culture, with leaders at the top embracing empowerment, involving more people in management, and demonstrating the value and meaning of the masses. Under leadership, existing irrationality will be replaced by a new culture [3].

In any group, employees are the most important members, especially those who love the group. Therefore, if we want our organization to be a united, loving, and warm family, we not only need each of us to work towards the goal, but also need a suitable leader who can lead us to improve the target organization's culture. In the future practice, we should comprehensively use the advantages of various leadership, and combine them, to better apply them in the culture.

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