Leader-Member Exchange Theory Applied to Physician-Patient Relationships

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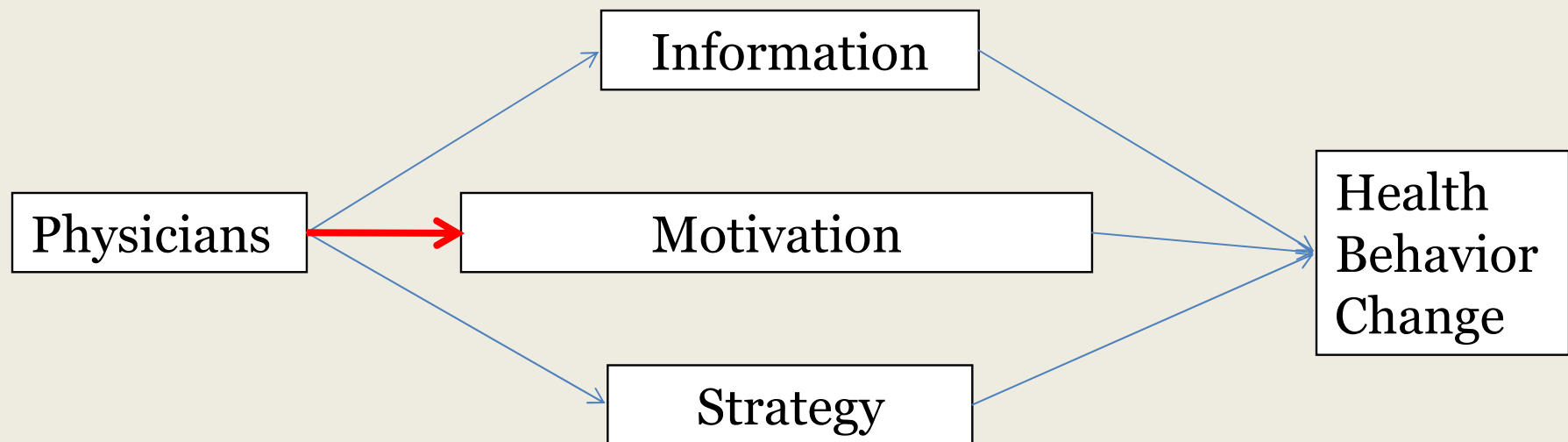
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SBM SYMPOSIUM, 2012

Health Research

1. DiMatteo, 2011; DiMatteo & Nicola, 1982; Martin, Haskard-Zolnierek, & DiMatteo, 2010

Why Leadership?

- Parallels between leader-follower and physician-patient relationships
  - Power, information, influence asymmetry[1]
- Identifies ways that a person can motivate another person towards the completion of a desired goal[2,3]
- Traits, styles, specific behaviors
  - Relationship between leaders and followers[4]

1. French & Raven, 1959 2. Bass & Bass, 2008; 3. Schenk, 1928; 4. Graen & Uhl-Bien, 1995

Leader-Member Exchange (LMX)

- Focused on unique dyadic relationship between leader and follower[1]
  - Trust, respect, and mutual obligation
- Positive and significant relationships with[2] :
  - Job performance, satisfaction with job and leader, commitment, turnover intentions (-)
- High quality physician-patient relationships
  - Overall health, satisfaction with care and physician, adherence

1. Graen & Uhl-Bien, 1995; 2. Gerstner & Day, 1997

Study 1: An Initial Test of LMX in Patient Care

- Goals:
  - To measure patient perceptions of their relationship with their physician by adapting the LMX7 Scale[1, 2]
  - To explore potential correlates of LMX

1. Graen & Uhl-Bien, 1995; 2. Gerstner & Day, 1997

Methods

- Recruited healthcare recipients (N = 147) to complete an online questionnaire; paid \$5 to Amazon.com
- Completed the LMX
  - Adapted to reflect physician-patient relationship
- Rated:
  - Physician's effectiveness
  - Satisfaction with physician
  - Overall health
  - Liking
  - Adherence behavior following the visit (5 items; α = .83)[1]

1. Morisky, Ang, Krousel-Wood, & Ward, 2008

Descriptives

- Age:
  - 18-25 Years old: 36%
  - 26-35: 21%
  - 36-45: 8%
  - 46-55: 11%
  - 56-65: 18%
  - 66-75: 5%
  - 76-85: <1%
  - 86 or older: <1%
- Sex:
  - Male: 35%
  - Female: 65%

- Race/Ethnicity
  - Hispanic/Latino: 14%
  - Asian: 12%
  - White/Caucasian: 54%
  - Black/African American Native: 14%
  - Middle Eastern: 5%
  - Other: <1%

Correlations Between LMX and Patient Outcomes

Outcomes	LMX (7 items; α = .89)
Satisfaction	.69**
Liking	.71**
Improved health	.28**
Influenced by physician	.74**
Physician Effectiveness	.68**
Adherence	.06

** p < .01; * p < .05; 2-tailed

Study 2: LMX in Clinical Setting

- Goals:
  - To examine LMX and their correlates in a clinical setting
  - To apply LMX to the context of chronic care (asthma and allergy)

Methods

- Trained research assistants on site at local asthma and allergy clinic.
- Flyers and clinic staff directed interested patients to our research assistants; paid $5 to Amazon.com
- Completed the adapted LMX scale
- Rated:
  - Physician's effectiveness
  - Liking
  - Satisfaction with physician and care
  - Adherence behavior following the visit (5 items; α = .74)[1]

1. Morisky, Green, & Levine, 1986

Descriptives

- *N*=80
- Race/Ethnicity
  - Black/African American: 2.5%
  - Asian: 7.5%
  - Hispanic/Latino: 20%
  - White/Caucasian: 61%
  - Mix: 9%
- Sex
  - Male: 34%
  - Female: 66%

- Age: *M*=40.14, *SD* = 16.16, *Range:* 18-72

Correlations Between LMX and Patient Outcomes

Outcomes	LMX (6 items; α = .85)
Satisfaction	.36**
Liking	.72**
Influenced by physician	.50**
Physician Effectiveness	.74**
Adherence	.19
** p < .01; * p < .05; 2-tailed	

Summary of Findings

- People who perceive themselves as having high quality LMX with their physicians...
  - Are satisfied with their physicians and care
  - Like their physicians
  - Think their physicians are effective
  - Report that they are likely to be influenced by their physicians
- BUT: LMX does not predict adherence

Future Directions

- Measure LMX from both sides of the interaction (i.e., physicians and patients)
  - LMX agreement
- What <u>does</u> predict adherence?
- How do physicians motivate patients?
  - "Doctorship styles"[1]
    - Active, transformational styles

1. Huynh & Sweeny, in preparation

Thank you!

- Questions?

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