

# Talent-Driven Gamechangers

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# The Influence of Leadership Styles on Job Satisfaction and Organisational Commitment in Healthcare

Effective leadership in healthcare directly impacts job satisfaction, performance and commitment. A study of private hospitals in the Turkish Republic of Northern Cyprus revealed the strong influence of leadership styles. Transformational leadership, noted for fostering motivation and growth, showed significant benefits, enhancing job satisfaction and loyalty. While transactional leadership also boosted performance through structured incentives, it lacked deeper employee engagement. Integrating both styles and emphasising motivation, communication and recognition can create a balanced, efficient workplace.

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## key points

- Transformational leadership boosts job satisfaction and commitment.
- Transactional leadership aids in task efficiency but lacks emotional engagement.
- Data from private hospitals shows leadership impacts performance and satisfaction.
- Blending leadership styles enhances both employee and client outcomes.
- Leadership training and participative management improve organisational success.

Leadership remains fundamental in fostering job satisfaction, enhancing employee performance and nurturing organisational commitment, especially in healthcare. This analysis explores how different leadership styles impact these aspects, based on findings from a comprehensive study conducted in private healthcare organisations in the Turkish Republic of Northern Cyprus (TRNC). The research reveals essential relationships between leadership styles and employee outcomes, shedding light on effective management strategies in the healthcare sector.

## Balancing Leadership Styles for Effective Healthcare Management

Healthcare organisations operate in a dynamic environment where the demand for exceptional service delivery, coupled with constant pressure, makes effective leadership indispensable. Leaders in these settings face the challenge of choosing appropriate leadership styles that not only motivate and retain employees but also align with long-term organisational goals. The complexities in healthcare, such as the need for adaptability and strong interpersonal relationships, require leadership that can address these multifaceted demands. Effective leadership styles can bridge the



gap between administrative objectives and employee needs, fostering an environment where staff feel valued and engaged. This balance is crucial as it influences job satisfaction, employee performance and, ultimately, the overall efficiency of the organisation.

Research highlights that transformational leadership is particularly impactful in healthcare settings due to its focus on inspiring and nurturing employee growth. This leadership style places emphasis on personal development, empowering employees to contribute more meaningfully to their roles and fostering a strong sense of belonging within the organisation. Transformational leaders achieve this by encouraging open communication, recognising individual contributions and creating a supportive atmosphere where employees feel motivated to exceed expectations. In contrast,

relationships. This dual approach gave a comprehensive understanding of how leadership influences healthcare employees.

## Four Key Findings on Leadership and Performance

- 1. Leadership Style and Job Satisfaction.** A significant positive correlation ( $r = 0.773$ ,  $p < 0.05$ ) was found between leadership style and job satisfaction. The regression analysis further confirmed this, showing that a unit increase in leadership style resulted in a 1.314 increase in job satisfaction. This finding underscores that leadership heavily influences how content employees feel within their roles.

“Leadership heavily influences how content employees feel within their roles.”

transactional leadership, based on structured incentives, performance monitoring and clear hierarchical protocols, can be effective in achieving specific operational targets. However, it often lacks the deeper emotional connection and sense of shared purpose that transformational leadership cultivates, which are critical for sustaining long-term engagement and organisational commitment.

## Quantitative Analysis of Leadership Impact in Healthcare

This study gathered data through a quantitative, cross-sectional approach involving 139 employees from five private hospitals in Nicosia, TRNC. These institutions included prominent names such as Kolan British Hospital and Elite Hospital. A structured questionnaire based on a 5-point Likert scale was employed to collect insights into job satisfaction, organisational commitment, leadership style and employee performance. Reliability testing using Cronbach's Alpha confirmed the internal consistency of the survey, with values surpassing 0.7, indicating robust reliability across all measured constructs.

Two primary statistical methods were used: regression analysis and correlation analysis. The correlation analysis explored the degree of association between leadership styles and variables such as job satisfaction, while regression analysis examined causal

- 2. Leadership and Organisational Commitment.** The relationship between leadership style and organisational commitment was also positive and statistically significant ( $r = 0.469$ ,  $p < 0.05$ ). The regression model demonstrated that an increase in leadership effectiveness contributed to a 0.569 increase in commitment, suggesting that employees are more likely to be loyal and dedicated when leadership is supportive and inclusive.
- 3. Leadership and Employee Performance.** A strong correlation ( $r = 0.773$ ,  $p < 0.05$ ) was observed between leadership style and employee performance, indicating that effective leadership substantially improves productivity and task execution. The regression analysis highlighted that each enhancement in leadership quality led to a 0.627 increase in performance, showcasing leaders' vital role in guiding teams toward achieving organisational goals.
- 4. Client Reviews and Employee Performance.** Employee performance significantly impacted client reviews and comments ( $r = 0.503$ ,  $p < 0.05$ ), as confirmed by regression analysis. A unit increase in performance was linked to a 0.660 improvement in positive client feedback, illustrating the direct effect of internal employee dynamics on external client satisfaction.

## The Role of Transformational Leadership in Healthcare

Transformational leadership emerged as a particularly influential style in the study. Leaders who adopted this approach emphasised individual consideration, motivational techniques and active engagement with employees. This leadership style fosters a work environment where employees feel valued, heard and motivated to excel.

Other challenges included:

- **Linguistic Barriers:** In TRNC, most healthcare workers are native Turkish speakers. This posed communication challenges, particularly for leaders managing a diverse workforce.
- **Resource Limitations:** Limited access to training programmes and leadership development opportunities can restrict leaders from adopting modern, effective leadership practices.

“Employees who feel supported and inspired by their leaders are more likely to display higher job satisfaction.”

### Key Attributes of Transformational Leadership

- **Individual Consideration:** Leaders provide personalised support, addressing employees' unique needs and aspirations. This fosters an environment of trust and loyalty.
- **Inspirational Motivation:** Leaders articulate a clear and compelling vision that inspires employees to align their personal and professional goals with those of the organisation.
- **Intellectual Stimulation:** Employees are encouraged to think creatively and challenge the status quo, which promotes innovation and continuous improvement.

These attributes contribute significantly to job satisfaction and organisational commitment. Employees who feel supported and inspired by their leaders are more likely to display higher job satisfaction and remain committed to the organisation. The study's findings align with existing literature, reinforcing that transformational leadership is particularly effective in healthcare settings where empathy, adaptability and motivation are crucial for success.

### Challenges Faced by Healthcare Leaders

Despite the positive outcomes of effective leadership, healthcare leaders face numerous challenges. One notable issue highlighted by the study was the difficulty in maintaining consistent leadership practices amidst the operational strains brought on by the COVID-19 pandemic. The pandemic limited face-to-face interactions and created an environment of uncertainty and heightened stress, making it harder for leaders to maintain employee morale and job satisfaction.

- **High Workload and Pressure:** Healthcare environments are inherently high-pressure, which can detract from a leader's ability to engage in the transformative, empathetic practices that are the most beneficial.

### Insights on Transactional Leadership

While transformational leadership had more profound effects on job satisfaction and commitment, transactional leadership, characterised by structured roles and performance-based rewards, also showed value. Transactional leadership is effective for achieving specific short-term goals and maintaining order through clear expectations and defined incentives.

### Key Elements of Transactional Leadership

- **Contingent Rewards:** Employees receive tangible rewards based on their performance, creating a straightforward cause-and-effect relationship between effort and reward.
- **Management by Exception:** Leaders intervene only when performance deviates from set standards, which can optimise processes but may lack the motivational aspect of transformational methods.

Although less impactful in fostering deep employee commitment, transactional leadership can still drive efficiency and compliance in routine tasks. The study indicated that while transactional leadership contributed to performance metrics, it did not yield the same level of emotional and professional investment seen with transformational leadership.



### The Interplay of Job Satisfaction, Performance and Client Perception

One of the study's more nuanced findings was the relationship between job satisfaction, employee performance and client perception. High job satisfaction and employee commitment were linked not only to better

**3. Encourage Employee Participation.** Involving employees in decision-making processes fosters a sense of ownership and belonging. This inclusion helps bridge the gap between leadership and the workforce, enhancing commitment and job satisfaction.

“Transformational leadership is particularly effective in healthcare settings where empathy, adaptability and motivation are crucial for success.”

individual performance but also to more favourable client reviews. This underscores that leadership practices extend beyond internal metrics and can influence an organisation's reputation and client satisfaction.

Satisfied employees are more likely to provide high-quality care, leading to better patient experiences and positive feedback. This finding highlights the importance of nurturing employee well-being as a strategic priority in healthcare management. Leaders who invest in creating a supportive work environment contribute to the organisation's internal success, public perception and client trust.

### Recommendations for Enhancing Leadership in Healthcare

Based on the findings, healthcare organisations can adopt the following recommendations to enhance leadership effectiveness and, consequently, job satisfaction, performance and organisational commitment:

- 1. Adopt a Blended Leadership Approach.** While transformational leadership proved highly beneficial, integrating elements of transactional leadership, such as clear performance expectations and rewards, can create a balanced leadership model that caters to various organisational needs.
- 2. Invest in Leadership Training.** Regular training programmes focused on developing transformational leadership skills can empower leaders to better engage and inspire their teams. This training should include strategies for individual consideration, intellectual stimulation and maintaining open communication channels.

**4. Foster a Culture of Recognition.** Both financial and non-financial recognition are vital. Leaders should establish systems that acknowledge employee achievements and provide incentives aligned with individual and organisational goals.

**5. Prioritise Communication and Support.** Leaders must maintain regular, transparent communication with their teams and offer support, particularly in high-stress periods. This can help sustain morale and ensure that employees feel valued and understood.

While this study provided significant insights, it also highlighted areas for further exploration. Future research could expand the scope beyond the TRNC to include a more diverse range of healthcare settings, such as public hospitals or international institutions. Additionally, examining the long-term effects of leadership training programmes on job satisfaction and organisational outcomes could provide deeper insights into how to sustain positive leadership impacts.

Leadership style is a critical determinant of job satisfaction, employee performance and organisational commitment in healthcare settings. This study's findings reinforce that while transactional leadership plays a role in achieving operational goals, transformational leadership has a more significant positive impact on employee well-being and loyalty. Leaders who emphasise motivational strategies, individual growth and collaborative decision-making foster environments where employees feel empowered and engaged.

Healthcare organisations seeking to improve their outcomes should prioritise leadership development programmes promoting transformational and transactional strategies. By doing so, they can create a



workplace culture that supports high performance, job satisfaction and long-term employee retention, ultimately benefiting both employees and clients. Adopting inclusive leadership practices that emphasise empathy, support and strategic incentives can be a powerful tool for sustaining productivity and improving patient care in healthcare institutions.

## Conflict of Interest

None

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