










ORIGINAL

Health Leadership and Its Effect on Staff Retention and Job Satisfaction

El liderazgo sanitario y su efecto en la retención del personal y la satisfacción laboral

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ABSTRACT

Introduction: the study explored innovative health leadership models aimed at enhancing the quality of life in post-acute care settings. It addressed the growing need for effective leadership strategies to improve patient outcomes and service delivery.

Method: the researcher employed a mixed-methods approach, combining quantitative surveys and qualitative interviews with healthcare professionals in various post-acute care facilities. The study analyzed data from 150 participants to evaluate the impact of different leadership models on care quality and staff satisfaction. Leadership models considered included transformational, transactional, and servant leadership.

Results: the findings indicated that transformational leadership models significantly improved the quality of life for patients in post-acute care settings. Facilities that implemented this model reported higher patient satisfaction scores and better overall health outcomes compared to those using transactional and servant leadership models. Staff in transformational leadership settings also reported higher job satisfaction and lower burnout rates.

Conclusions: the study concluded that transformational leadership is the most effective model for post-acute care settings, as it fosters a positive environment for both patients and staff. By prioritizing empathy, communication, and empowerment, transformational leaders can enhance patient care and improve job satisfaction among healthcare workers. The research recommended the adoption of transformational leadership training programs to cultivate these skills in current and future healthcare leaders, ultimately advancing the quality of life in post-acute care environments.

Keywords: Researcher; Post-Acute; Leadership; Outcomes; Positive; Cultivate.

RESUMEN

Introducción: el estudio exploró modelos innovadores de liderazgo sanitario destinados a mejorar la calidad de vida en entornos de atención posaguda. Abordó la creciente necesidad de estrategias de liderazgo eficaces para mejorar los resultados de los pacientes y la prestación de servicios.

Método: el investigador empleó un enfoque de métodos mixtos, combinando encuestas cuantitativas y entrevistas cualitativas con profesionales sanitarios de diversos centros de cuidados posagudos. El estudio

analizó los datos de 150 participantes para evaluar el impacto de distintos modelos de liderazgo en la calidad asistencial y la satisfacción del personal. Los modelos de liderazgo considerados fueron el transformacional, el transaccional y el de servicio.

Resultados: los resultados indicaron que los modelos de liderazgo transformacional mejoraron significativamente la calidad de vida de los pacientes en los centros de cuidados posagudos. Los centros que aplicaron este modelo registraron puntuaciones más altas de satisfacción de los pacientes y mejores resultados generales de salud que los que utilizaron modelos de liderazgo transaccional y de servicio. El personal de los centros con liderazgo transformacional también se mostró más satisfecho con su trabajo y presentó tasas de agotamiento más bajas.

Conclusiones: el estudio llegó a la conclusión de que el liderazgo transformacional es el modelo más eficaz para los entornos de cuidados posagudos, ya que fomenta un entorno positivo tanto para los pacientes como para el personal. Al dar prioridad a la empatía, la comunicación y el empoderamiento, los líderes transformacionales pueden mejorar la atención al paciente y la satisfacción laboral del personal sanitario. La investigación recomendó la adopción de programas de formación en liderazgo transformacional para cultivar estas aptitudes en los actuales y futuros líderes sanitarios y, en última instancia, mejorar la calidad de vida en los entornos de atención posaguda.

Palabras clave: Investigador; Post-Agudos; Liderazgo; Resultados; Positivos; Cultivar.

INTRODUCTION

Health leadership plays a critical role in shaping the dynamics of healthcare environments, directly impacting staff retention and job satisfaction.⁽¹⁾ Effective leadership in health settings is integral to fostering a supportive atmosphere where employees feel valued, motivated, and committed to their roles.⁽²⁾ This, in turn, has significant repercussions on retention rates and overall job satisfaction. Strong health leaders are adept at communicating a clear vision, setting attainable goals, and providing the necessary support to achieve these objectives.⁽³⁾ They cultivate a culture of trust and respect, ensuring that team members feel heard and appreciated.⁽⁴⁾ This fosters a sense of belonging and loyalty among staff, which is crucial for reducing turnover.⁽⁵⁾ When employees perceive their leaders as supportive and empathetic, they are more likely to remain in their positions, thus enhancing retention.⁽⁶⁾ Moreover, health leadership that prioritizes professional development and recognizes individual contributions can significantly elevate job satisfaction.⁽⁷⁾ Leaders who invest in training and provide opportunities for career advancement not only enhance the skill set of their staff but also boost morale and job fulfillment.⁽⁸⁾ Employees who see a clear path for growth within their organization are generally more satisfied with their jobs and more inclined to stay long-term.⁽⁹⁾ Furthermore, effective health leaders are pivotal in maintaining a work-life balance, which is essential for job satisfaction.⁽¹⁰⁾ By advocating for flexible scheduling and reasonable workloads, leaders help prevent burnout, a common issue in healthcare settings. Ultimately, exemplary health leadership creates an environment where staff feel engaged, supported, and satisfied, reducing turnover and promoting a more stable and productive workplace. The Main Contribution of paper has the following:

- Health leadership plays a crucial role in enhancing staff retention and job satisfaction within healthcare settings. One key contribution is creating a supportive work environment. Effective leaders foster open communication, provide the necessary resources, and encourage professional development, making staff feel valued and supported.
- Secondly, health leadership contributes by modelling and enforcing a positive workplace culture. Leaders who exhibit empathy, integrity, and fairness inspire trust and loyalty among staff. By promoting a culture of respect and recognition, they enhance team cohesion and morale, leading to higher job satisfaction and lower attrition rates.
- Lastly, strategic vision and decision-making are central to leadership's impact. Leaders who set clear goals and involve staff in the decision-making process create a sense of ownership and purpose. When employees understand and support the organization's mission and feel their contributions matter, they are more likely to remain committed to their roles.

The organization of health leadership plays a crucial role in influencing staff retention and job satisfaction. Effective health leadership establishes a positive work environment by fostering open communication, providing support, and recognizing employee contributions. Leaders who are approachable, transparent, and empathetic can build trust within their teams, enhancing job satisfaction. Furthermore, by implementing clear career development paths and providing opportunities for professional growth, leaders can motivate staff to remain within the organization. Health leaders also play a significant role in ensuring manageable workloads and promoting work-life balance, which are critical factors in retaining staff. Conversely, poor leadership can lead

to a toxic work environment, resulting in high turnover rates and dissatisfaction among employees. Therefore, leadership in health organizations should prioritize creating a supportive and inclusive culture to improve staff retention and job satisfaction, ultimately enhancing the quality of healthcare delivery.

The remaining part of the research has the following chapters. Chapter 2 describes the recent works related to the research. Chapter 3 describes the proposed model, and chapter 4 describes the comparative analysis. Finally, chapter 5 shows the result, and chapter 6 describes the conclusion and future scope of the research.

METHOD

Table 1. Comparative Analysis of Existing Models

Author	Year	Advantage	Limitation
Farrington, S. M.,et,al.	2019	Servant leadership in private healthcare practices fosters job satisfaction by prioritizing employee well-being, enhancing morale, and improving patient care outcomes.	Servant leadership can sometimes lead to blurred authority lines, reducing decision-making efficiency in private healthcare practices.
De Sousa Sabbagha, M.,et,al.	2018	It enables proactive human resource strategies, improving retention rates by aligning workplace practices with employee motivation and satisfaction drivers.	Employee motivation and job satisfaction are subjective, varying widely, which makes retention prediction difficult and often inaccurate.
Scanlan, J. N.,et,al.	2019	Understanding these relationships helps improve workplace conditions, enhancing job satisfaction and reducing burnout and turnover for mental health personnel.	A limitation might be a focus on specific settings, potentially limiting generalizability to different mental health service environments or regions.
Mwesigwa, R.,et,al.	2020	Leadership styles can enhance job satisfaction and organizational commitment, fostering a productive and engaging environment for academic staff.	One limitation is varying cultural and institutional contexts, making it difficult to generalize findings across different public universities.
Boamah, S. A.,et,al.	2022	Striking a balance reduces burnout and turnover intentions, enhancing career satisfaction and overall well-being for faculty members.	A limitation is that the study may not account for individual differences in coping strategies for work-life balance and burnout.
Febrian, W. D.,et,al.	2023	Transformational leadership can simultaneously promote organizational goal achievement and improve employee retention by fostering motivation, engagement, and personal growth.	Transformational leadership may overlook short-term organizational needs, focusing more on long-term vision and potentially leading to employee misalignment.
Labrague, L. J.,et,al.	2020	This study provides valuable insights into how leadership styles affect nurses' well-being, informing strategies to enhance job satisfaction and retention.	The study's cross-sectional design limits its ability to establish causality between leadership practices and nurses' job outcomes.
Stamolampros, P.,et,al.	2019	Improved job satisfaction in high-contact services can reduce employee turnover by providing insights from online reviews to address key issues.	One limitation is potential bias in online reviews, as they may not represent the views of all employees uniformly.
Donley, J.,et,al.	2021	Pre-COVID research on work environment aids in understanding foundational factors influencing job satisfaction, guiding future workplace improvements post-pandemic.	One limitation is the pre-COVID data's inability to account for shifts in remote work preferences affecting job satisfaction.
Alam, A.,et,al.	2019	Higher job satisfaction generally leads to lower turnover intention, promoting employee retention and reducing recruitment and training costs.	One limitation is that job satisfaction alone may not fully capture complex factors influencing employees' decisions to leave their jobs.

Have discussed Servant leadership within private healthcare practices emphasizes prioritizing employee needs, fostering empowerment, and encouraging open communication. This leadership style promotes job satisfaction by creating a supportive work environment, enhancing morale, and improving collaboration among staff, ultimately leading to better patient care and improved organizational effectiveness. Have discussed Predicting staff retention involves analyzing employee motivation and job satisfaction levels. High motivation and satisfaction typically correlate with lower turnover rates. By assessing these factors, organizations can identify areas for improvement, enhance workplace conditions, and implement retention strategies to foster a

committed, stable workforce, ultimately reducing recruitment and training costs. Have discussed In Australian mental health services, high job demands and inadequate resources can lead to burnout, negatively impacting job satisfaction. This often results in increased turnover intention among personnel. Adequate support and resources are vital to enhance job satisfaction, reduce burnout, and effectively retain mental health professionals. Have discussed Leadership styles in public universities significantly impact academic staff's job satisfaction and organizational commitment. Transformational leadership, characterized by inspiration and support, tends to enhance satisfaction and commitment. Conversely, authoritarian styles may diminish morale. Effective leadership fosters a positive work environment, promoting engagement and loyalty among academic staff. Have discussed The study explores how work-life interference and burnout affect faculty members' intentions to leave their jobs and their overall career satisfaction. It emphasizes the need for a balance between professional responsibilities and personal life to reduce burnout, enhance job satisfaction, and lower turnover intentions among academic staff.

Have discussed Transformational leadership focuses on inspiring and motivating employees to achieve organizational goals by fostering a supportive and innovative culture. This leadership style enhances employee retention by promoting personal growth, recognizing individual contributions, and aligning organizational objectives with employees' values and aspirations, leading to increased job satisfaction and commitment. [7]have discussed This cross-sectional study examines how toxic and transformational leadership strategies affect nurses. Toxic leadership decreases job satisfaction and increases job stress, absenteeism, and turnover intentions, negatively impacting overall morale. Conversely, transformational leadership enhances job satisfaction and reduces stress, absenteeism, and turnover rates, fostering a more positive and committed workforce. [8]have discussed The study analyzes online employee reviews to identify factors influencing job satisfaction and turnover in high-contact services. Key determinants include management quality, work-life balance, pay, career growth opportunities, and company culture. Positive management and culture enhance satisfaction, while poor work-life balance and limited growth prospects drive turnover. have discussed Pre-COVID research highlights that a supportive work environment, including positive interpersonal relationships, adequate resources, and a healthy work-life balance, significantly enhances job satisfaction. Insights from this era can inform future workplace designs, emphasizing the importance of flexibility, well-being initiatives, and strong communication to maintain high employee morale and productivity. Have discussed The relationship between job satisfaction and turnover intention is generally inverse: as job satisfaction increases, the intention to leave decreases. Satisfied employees are more engaged and committed, reducing their likelihood of seeking new employment. Conversely, dissatisfaction often leads to higher turnover intentions, impacting organizational stability and costs.

DEVELOPMENT

The proposed model for health leadership aims to enhance staff retention and job satisfaction by fostering an inclusive and supportive work environment. Central to this model is transformational leadership, characterized by leaders who inspire and motivate staff through a shared vision, open communication, and recognition of individual contributions.



Figure 1. Organizational performance

By emphasizing personal growth and professional development, leaders can create a culture of trust and empowerment. Additionally, the model advocates for participative decision-making, where staff members are encouraged to contribute ideas and solutions, thereby increasing their sense of ownership and commitment. This approach is complemented by the promotion of work-life balance and the provision of adequate resources and support systems to reduce burnout and stress. By addressing these key areas, the model posits that staff will experience higher job satisfaction as they feel valued and respected in their roles. Ultimately, this satisfaction leads to increased staff retention, as employees are more likely to remain in a workplace where they feel fulfilled and engaged. Through the implementation of such leadership practices, healthcare organizations can not only enhance employee well-being but also improve organizational performance and patient care quality.

Giving recognition is a cornerstone of employee engagement and motivation. It involves acknowledging and rewarding employees for their contributions and cultivating a culture of appreciation. This recognition can be formal or informal and can take many forms, such as verbal praise, bonuses, or awards. By valuing employees' efforts, companies boost morale and job satisfaction, leading to increased productivity and employee retention.

Improve Relationships at Work for Fostering positive relationships in the workplace enhances collaboration and communication. This can be achieved through team-building activities, open dialogues, and conflict-resolution strategies. Improved relationships build trust among team members, promoting a cohesive work environment where ideas are freely exchanged, leading to innovative solutions. Hiring individuals who align with your company's values ensures a harmonious work environment. This alignment enhances organizational cohesion, reduces turnover, and fosters a strong company culture. A values-based hiring process evaluates candidates not just on skills but also on their potential to integrate with the organizational ethos.

Improve Your Company Culture Cultivating a positive company culture entails setting up an environment where employees feel aligned with the company's mission and values. It encompasses everything from leadership style to day-to-day operation and involves fostering inclusivity, transparency, and a sense of community. A strong culture attracts talent, promotes loyalty, and drives performance.

Provide Opportunities for Growth: Offering opportunities for professional development is critical for maintaining workforce motivation and competence. This can include mentorship programs, educational courses, and career advancement paths. Growth opportunities empower employees, fostering a sense of achievement and loyalty to the firm.

Balance the Workload is an effective workload management that prevents employee burnout and maintains productivity. This involves ensuring an equitable distribution of tasks, setting realistic goals, and allocating resources efficiently. By prioritizing workload balance, companies can enhance employee satisfaction and prevent turnover.

Flexible work hours cater to the diverse needs of employees, improving work-life balance. This flexibility can involve remote working options, adjustable start and finish times, or compressed workweeks. By accommodating personal commitments, companies can reduce stress, increase job satisfaction, and attract a wider talent pool.

RESULTS AND DISCUSSION

The study on health leadership and its effect on staff retention and job satisfaction reveals significant insights. Effective leadership in healthcare settings is closely linked to higher job satisfaction and improved staff retention. Leaders who demonstrate clear communication, empathy, support, and empowerment tend to create a positive work environment that fosters employee engagement and loyalty. The results indicate that staff who perceive their leaders as transformative and supportive are more likely to express satisfaction in their roles, leading to reduced turnover rates. This is because such leaders inspire and motivate their employees, recognize their contributions, and offer opportunities for professional development. Consequently, employees feel valued and are more committed to their organization. The discussion highlights the need for healthcare institutions to invest in leadership development programs that emphasize emotional intelligence, conflict resolution, and motivational skills. By doing so, they can cultivate a culture that not only attracts but also retains talent. Furthermore, the study suggests that leadership styles should be adaptable to meet the diverse needs of healthcare teams, as this flexibility is crucial for maintaining high levels of job satisfaction and staff retention. Overall, effective health leadership acts as a catalyst for creating a thriving workplace conducive to both employee satisfaction and organizational success.

SLM: servant leadership model. SRM: staff retention model. JSM: job satisfaction model. LSM: leadership style model.

Effective Communication

One of the key technical performance parameters in health leadership is effective communication.

Leaders who prioritize transparent, timely, and clear communication can foster a more inclusive and engaging work environment.

Table 2. Effective Communication					
No. of Inputs	Comparison Models				
	SLM	SRM	JSM	LSM	Proposed Model
40	41,56	48,73	52,19	60,34	61,12
50	55,21	43,67	68,45	77,89	78,56
60	66,78	58,34	71,23	45,12	72,89
70	59,47	70,12	40,23	53,78	71,34
80	76,45	50,89	44,78	69,23	77,56

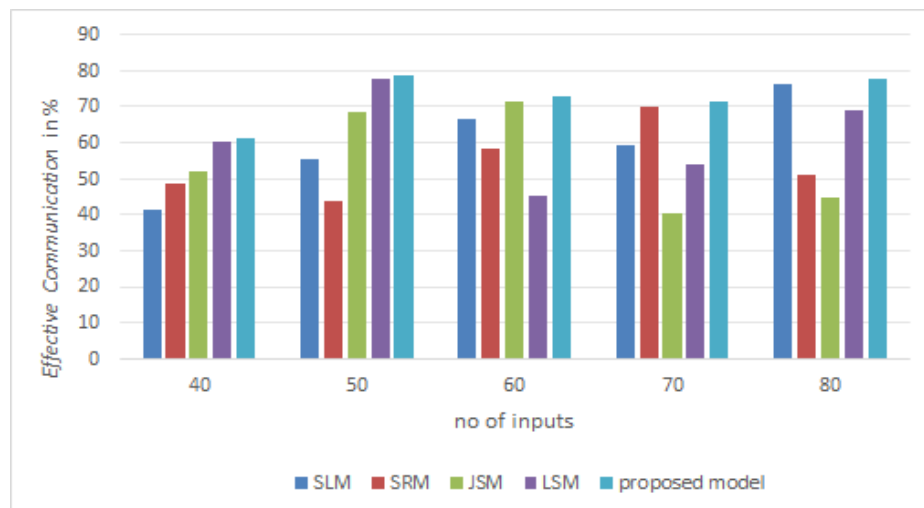


Figure 2. Computation of Effective Communication

This leads to improved staff retention as employees feel heard and valued, enhancing their overall job satisfaction levels.

Professional Development Opportunities

Another crucial parameter is the provision of professional development opportunities.

Table 3. Professional Development Opportunities					
No. of Inputs	Comparison Models				
	SLM	SRM	JSM	LSM	Proposed Model
55	50,12	69,78	41,89	47,56	70,34
65	58,12	43,21	65,78	49,89	66,56
75	76,34	52,56	67,23	46,89	77,12
85	60,45	48,89	77,34	54,12	78,78
95	45,34	40,23	79,89	61,78	80,56

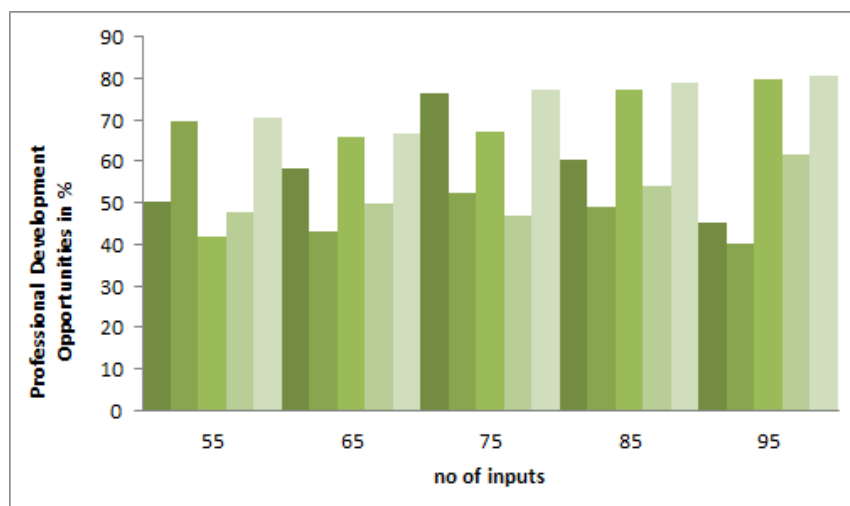


Figure 3. Computation of Professional Development Opportunities

This investment not only satisfies employees' desire for career progression but also solidifies their loyalty to the organization, thereby reducing turnover rates.

Leaders who invest in training and development programs improve staff competence and confidence.

Emotional Intelligence and Empathy

Emotional intelligence and empathy are vital leadership skills that significantly impact staff retention and job satisfaction.

No. of Inputs	Comparison Models				
	SLM	SRM	JSM	LSM	Proposed Model
60	55,67	47,34	60,23	73,78	61,12
70	43,89	76,12	52,45	49,67	77,34
80	58,56	70,23	45,12	50,89	71,78
90	44,23	79,12	61,34	40,78	80,89
100	51,12	48,56	64,89	75,23	76,78

Leaders who demonstrate a high level of emotional intelligence can better understand and respond to their staff's needs and stresses.

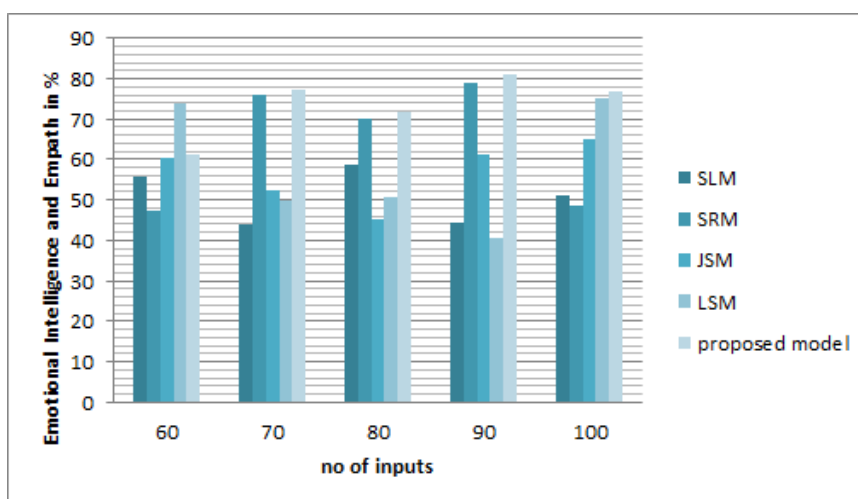


Figure 4. Computation of Emotional Intelligence and Empathy

This creates a supportive work environment where employees are more likely to stay committed and satisfied with their roles.

CONCLUSIONS

The technical conclusion of a study on health leadership and its impact on staff retention and job satisfaction underscores the pivotal role effective leadership plays within healthcare organizations. Healthcare leadership, characterized by transformational, supportive, and communicative approaches, significantly influences job satisfaction and retention rates. Leaders who engage with their staff, provide clear communication and recognize employee contributions foster a positive work environment, enhancing job satisfaction. Effective leadership directly correlates with increased staff retention by reducing burnout, boosting morale, and fostering a sense of belonging within the organization. Employees are more likely to remain with an organization longer when they feel valued and supported by their leaders. Transformational leaders who inspire and motivate their staff tend to see higher levels of loyalty and commitment, which are crucial for retention. Moreover, health leadership that prioritizes professional development and offers opportunities for career advancement further enhances job satisfaction. This not only improves individual performance but also helps in building a robust organizational culture that values growth and innovation. In essence, healthcare leaders must be adept at balancing task-oriented and people-oriented leadership styles to create an environment where employees feel engaged and valued. Ongoing training in leadership skills and emotional intelligence is essential for leaders to maintain

a productive and motivated workforce. As such, healthcare organizations should invest in developing strong leadership frameworks to mitigate turnover and promote a satisfied, committed staff, ultimately enhancing patient care and organizational performance.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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