



THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE WELL-BEING IN HEALTHCARE ORGANIZATIONS

Alshammare^{1*}, Eman Hamood D¹, Bader Awad Suleman Alshammari², Sarah Mohammed Alnashmi Alanazi³, Alshami, Majed Qasem M⁴, Eidah Faqsh Sharan Alhazmi⁵, Ahmed Suliman M Alajaj⁶, Jamal Hail Muthwid Alanazi⁷, Muhammad Drizi Khalaf Al-Ruwaili⁸, Alweldali, Mohammed Bateh J⁹, Mansour Eid Hazzaa Alhazmi¹⁰

Abstract:

Employee well-being is a crucial aspect of organizational success, particularly in healthcare settings where the well-being of staff directly affects patient outcomes. Leadership styles play a significant role in shaping the work environment and influencing employee well-being. This review article explores the impact of different leadership styles on employee well-being in healthcare organizations. By examining existing literature and empirical studies, this review aims to provide insights into how leadership behaviors can either enhance or detract from employee well-being. The review will analyze various leadership styles, such as transformational, transactional, and servant leadership, and their effects on factors like job satisfaction, stress levels, burnout, and overall well-being. Additionally, the review will discuss the mechanisms through which leadership styles influence employee well-being, including communication, support, recognition, and empowerment. Understanding these relationships is essential for healthcare organizations to cultivate a positive work environment that promotes employee well-being and, ultimately, improves patient care outcomes.

Keywords: Leadership styles, Employee well-being, Healthcare organizations, Transformational leadership, Job satisfaction, Burnout

^{1*}²Senior psychologist, Eradah Complex for Mental Health, Arar, Saudi Arabia.

³Psychologist, Maternity and Children's Hospital, Hail, Saudi Arabia.

⁴Psychologist, Eradah Complex for Mental Health, Arar, Saudi Arabia.

⁵Health administration technician, Directorate of Health Affairs in Qurayyat, Saudi Arabia.

⁶Health Administration, Eradah Complex for Mental Health, Arar, Saudi Arabia.

⁷Health administration specialist, Al-Qurayyat General Hospital, Saudi Arabia.

⁸Specialist-Health Administration, Convalescence and Extensive Care Hospital, Arar, Saudi Arabia.

⁹Hospital management specialist, Jadidat Arar Hospital, Saudi Arabia.

¹⁰Health informatics technician, Directorate of Health Affairs in the Northern Border Region, Saudi Arabia.

¹¹Technician-Health Informatics, Health Administration and Community Health Northern border, Arar, Saudi Arabia.

***Corresponding Author:** Alshammare, Eman Hamood D

*Senior psychologist, Eradah Complex for Mental Health, Arar, Saudi Arabia.

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Introduction:

Leadership styles play a crucial role in shaping the work environment and overall well-being of employees in healthcare organizations. The way in which leaders interact with their teams, make decisions, and communicate can have a significant impact on employee morale, job satisfaction, and ultimately, the quality of patient care [1].

One of the most well-known leadership styles is the transformational leadership style. Transformational leaders are known for inspiring and motivating their teams to achieve higher levels of performance. They are often charismatic, visionary, and able to create a sense of purpose and direction within the organization. Research has shown that transformational leaders can have a positive impact on employee well-being by fostering a sense of trust, collaboration, and empowerment among team members. Employees who work under transformational leaders are more likely to feel engaged, motivated, and satisfied with their work [2].

On the other hand, autocratic leadership is another common style that can have a negative impact on employee well-being. Autocratic leaders tend to make decisions without consulting their team members and often rely on their own judgment and authority. This style of leadership can lead to feelings of disempowerment, lack of autonomy, and low morale among employees. Research has shown that employees who work under autocratic leaders are more likely to experience stress, burnout, and job dissatisfaction [3].

Another leadership style that can impact employee well-being is the democratic leadership style. Democratic leaders involve their team members in decision-making processes, encourage open communication, and value the input and opinions of their employees. This style of leadership can foster a sense of ownership, collaboration, and trust among team members. Employees who work under democratic leaders are more likely to feel valued, respected, and engaged in their work [4].

In addition to these leadership styles, servant leadership is also gaining popularity in healthcare organizations. Servant leaders prioritize the well-being and development of their team members, and focus on serving others rather than exerting authority. Research has shown that servant leaders can have a positive impact on employee well-being by creating a supportive and nurturing work environment. Employees who work under servant leaders are more likely to feel cared for, supported, and motivated to perform at their best [5].

Importance of Employee Well-being in Healthcare Organizations:

Employee well-being is a crucial aspect in any organization, but it holds even more significance in healthcare organizations. The nature of work in healthcare settings is demanding and stressful, as employees are constantly dealing with high-pressure situations, long hours, and emotional challenges. Therefore, ensuring the well-being of healthcare employees is not only essential for their own health and job satisfaction, but also for the quality of patient care and overall success of the organization [6].

One of the primary reasons why employee well-being is important in healthcare organizations is its direct impact on patient care. Research has shown that satisfied and healthy employees are more likely to provide better quality care to patients. When healthcare workers are stressed, overworked, or burnt out, they are more likely to make mistakes, have lower job performance, and experience higher levels of absenteeism. This can ultimately compromise patient safety and satisfaction, leading to negative outcomes for both patients and the organization as a whole [7].

Furthermore, employee well-being is closely linked to job satisfaction and retention in healthcare organizations. High levels of stress, burnout, and dissatisfaction can lead to high turnover rates, which can be costly for healthcare organizations in terms of recruitment, training, and lost productivity. By investing in the well-being of their employees, healthcare organizations can improve job satisfaction, increase retention rates, and create a positive work environment that attracts and retains top talent [8].

In addition to its impact on patient care and employee retention, employee well-being also plays a significant role in the overall success and reputation of healthcare organizations. Organizations that prioritize employee well-being are more likely to have a positive workplace culture, higher employee morale, and better employee engagement. This can lead to increased productivity, improved teamwork, and a more positive public perception of the organization. On the other hand, organizations that neglect employee well-being may face issues such as low morale, negative workplace culture, and poor reputation, which can have long-lasting effects on their success and competitiveness in the healthcare industry [9].

There are several strategies that healthcare organizations can implement to promote employee well-being. These include providing access to mental health resources, offering work-life balance initiatives, promoting a culture of open communication and support, and recognizing and rewarding employees for their hard work and

dedication. By taking proactive steps to prioritize employee well-being, healthcare organizations can create a positive work environment that benefits both employees and patients [10].

Employee well-being is a critical factor in the success of healthcare organizations. By investing in the well-being of their employees, organizations can improve patient care, increase employee satisfaction and retention, and enhance their overall success and reputation. Prioritizing employee well-being is not only the right thing to do for employees, but it is also a smart business decision that can lead to long-term success in the healthcare industry [11].

Overview of Different Leadership Styles:

Leadership is a crucial aspect of any organization, as it plays a significant role in guiding and motivating individuals towards achieving common goals. Different leaders exhibit different styles of leadership, each with its own set of characteristics and approaches. Understanding these various leadership styles can help individuals in positions of authority to effectively lead and manage their teams [12].

One of the most common leadership styles is the autocratic leadership style. Autocratic leaders make decisions on their own without consulting their team members. They have full control over the decision-making process and expect their team members to follow their instructions without question. While this style can be effective in situations where quick decisions need to be made, it can also lead to a lack of creativity and innovation among team members [13].

In contrast, democratic leadership involves the participation of team members in the decision-making process. Democratic leaders encourage open communication and collaboration among team members, allowing for a more inclusive and supportive work environment. This style of leadership can help foster creativity and innovation, as team members feel empowered to share their ideas and opinions [14].

Another leadership style is the laissez-faire or hands-off approach. Laissez-faire leaders provide minimal guidance to their team members and allow them to make decisions on their own. While this style can be effective in empowering team members and promoting independence, it can also lead to a lack of direction and accountability within the team [15].

Transformational leadership is a style that focuses on inspiring and motivating team members to achieve their full potential. Transformational leaders are charismatic and visionary, and they work to create a shared sense of purpose and

direction among their team members. This style of leadership can lead to increased employee engagement and productivity, as team members are inspired to go above and beyond in their work [16]. Transactional leadership, on the other hand, focuses on the exchange of rewards and punishments to motivate team members. Transactional leaders set clear expectations and goals for their team members and provide rewards for meeting or exceeding those expectations. While this style can be effective in achieving short-term results, it may not be as successful in fostering long-term motivation and commitment among team members [17].

Ultimately, there is no one-size-fits-all approach to leadership, and effective leaders may need to adapt their style depending on the situation and the needs of their team. By understanding the different leadership styles and their respective strengths and weaknesses, leaders can develop a more versatile and effective leadership approach that can help them navigate the challenges of leading a team in today's complex and dynamic business environment [18].

Impact of Transformational Leadership on Employee Well-being:

In today's fast-paced and competitive business world, the role of leadership in shaping employee well-being has become increasingly important. Transformational leadership, a style of leadership that focuses on inspiring and motivating employees to achieve their full potential, has been found to have a significant impact on employee well-being [19].

First and foremost, transformational leaders are known for their ability to create a positive and supportive work environment. By fostering open communication, trust, and collaboration, transformational leaders create a sense of belonging and camaraderie among employees. This leads to higher levels of job satisfaction and motivation, which in turn can have a positive impact on employee well-being. When employees feel valued and supported by their leaders, they are more likely to experience lower levels of stress and burnout, and higher levels of overall happiness and fulfillment in their work [2].

Furthermore, transformational leaders are adept at providing employees with opportunities for growth and development. They encourage employees to set ambitious goals and provide them with the support and resources they need to achieve those goals. This focus on personal and professional development not only helps employees to enhance their skills and knowledge, but also boosts their self-esteem and confidence. As a result, employees

are more likely to feel a sense of accomplishment and fulfillment in their work, which can have a positive impact on their overall well-being [8].

In addition, transformational leaders are known for their ability to inspire and motivate employees to go above and beyond in their work. By setting a compelling vision and leading by example, transformational leaders encourage employees to strive for excellence and take on new challenges. This can lead to a sense of purpose and meaning in their work, as well as a greater sense of accomplishment and pride in their contributions to the organization. When employees feel motivated and engaged in their work, they are more likely to experience higher levels of well-being and job satisfaction [4].

Overall, the impact of transformational leadership on employee well-being is clear. By creating a positive and supportive work environment, providing opportunities for growth and development, and inspiring and motivating employees to achieve their full potential, transformational leaders can help to enhance employee well-being and create a more engaged and productive workforce. As organizations continue to prioritize the well-being of their employees, transformational leadership will play an increasingly important role in shaping the future of work [9].

Influence of Transactional Leadership on Employee Well-being:

Transactional leadership is a style of leadership that focuses on the exchange between leaders and followers. It is based on the idea that employees will perform their best when they are rewarded for good performance and penalized for poor performance. Transactional leaders set clear expectations for their employees and provide rewards or consequences based on their performance [11].

Transactional leadership has been found to have both positive and negative effects on employee well-being. On the positive side, transactional leaders provide clear expectations and guidelines for their employees, which can help reduce uncertainty and increase job satisfaction. Employees know what is expected of them and how they will be rewarded for meeting those expectations. This can lead to a sense of accomplishment and job security, which in turn can improve employee well-being [13].

However, transactional leadership can also have negative effects on employee well-being. Transactional leaders are often focused on short-term goals and results, which can lead to a high-pressure work environment. Employees may feel

stressed and overwhelmed by the constant pressure to meet targets and deadlines. This can lead to burnout, decreased job satisfaction, and ultimately, poor employee well-being [19].

Furthermore, transactional leaders may rely heavily on rewards and punishments to motivate their employees. This can create a transactional relationship between leaders and followers, where employees only perform well in exchange for rewards. This can lead to a lack of intrinsic motivation and a sense of disengagement from their work, which can negatively impact employee well-being [15].

Employee engagement is closely related to employee well-being, as engaged employees are more likely to be satisfied with their work and experience higher levels of well-being. Transactional leadership can influence employee engagement in both positive and negative ways [20].

On the positive side, transactional leaders can motivate their employees by providing clear expectations and rewards for good performance. Employees who are rewarded for their efforts are more likely to be engaged in their work and feel a sense of accomplishment. This can lead to higher levels of job satisfaction and overall well-being [21].

However, transactional leadership can also have negative effects on employee engagement. Employees who are constantly rewarded or punished for their performance may feel like they are being controlled by their leaders, rather than being empowered to make their own decisions. This can lead to a lack of autonomy and a sense of disengagement from their work [22].

Employee motivation is another important factor that can impact employee well-being. Transactional leadership can influence employee motivation in various ways [23].

On the positive side, transactional leaders can motivate their employees by providing rewards for good performance. Employees who are rewarded for their efforts are more likely to be motivated to continue performing well. This can lead to higher levels of job satisfaction and overall well-being [24].

However, transactional leadership can also have negative effects on employee motivation. Employees who are only motivated by rewards may become dependent on external incentives to perform well. This can lead to a lack of intrinsic motivation and a sense of disengagement from their work. Employees may feel like they are only working for the rewards, rather than because they are passionate about their work [25].

Transactional leadership can have both positive and negative effects on employee well-being. While transactional leaders provide clear expectations and rewards for good performance, they can also create a high-pressure work environment and a lack of intrinsic motivation. It is important for leaders to strike a balance between providing rewards for good performance and fostering intrinsic motivation in their employees. By doing so, leaders can create a work environment that promotes employee well-being, engagement, and motivation [26].

Role of Servant Leadership in Promoting Employee Well-being:

Servant leadership is a leadership philosophy that puts the well-being and growth of employees at the forefront. It is a style of leadership that focuses on serving others and empowering them to reach their full potential. In recent years, there has been a growing interest in the role of servant leadership in promoting employee well-being [27].

Servant leadership is rooted in the idea that a leader's primary role is to serve their employees, rather than the other way around. This means that leaders prioritize the needs of their employees, provide support and guidance, and create a positive work environment that fosters growth and development. Servant leaders are empathetic, compassionate, and committed to the success and well-being of their employees [22].

One of the key ways in which servant leadership promotes employee well-being is by creating a supportive and inclusive work environment. When employees feel valued, respected, and supported by their leaders, they are more likely to experience a sense of belonging and fulfillment in their work. This, in turn, can lead to increased job satisfaction, higher levels of engagement, and a greater sense of well-being [19].

Servant leaders also prioritize the personal and professional growth of their employees. They provide opportunities for learning and development, offer mentorship and coaching, and encourage employees to take on new challenges and responsibilities. By investing in the growth and development of their employees, servant leaders help to cultivate a sense of purpose and fulfillment, which can have a positive impact on employee well-being [17].

In addition, servant leadership promotes a culture of trust and empowerment within an organization. When employees feel trusted and empowered to make decisions, they are more likely to experience a sense of autonomy and control over their work. This can lead to reduced stress and burnout, as well

as increased feelings of self-efficacy and well-being [11].

Furthermore, servant leadership encourages collaboration and teamwork, which can have a positive impact on employee well-being. When employees feel supported by their leaders and colleagues, they are more likely to experience a sense of connection and camaraderie in the workplace. This can lead to increased feelings of social support, belonging, and overall well-being [4].

Servant leadership plays a crucial role in promoting employee well-being. By prioritizing the needs of employees, creating a supportive and inclusive work environment, and fostering personal and professional growth, servant leaders can have a positive impact on the well-being of their employees. This, in turn, can lead to numerous benefits for organizations, including increased job satisfaction, higher levels of engagement, and improved performance. As the importance of employee well-being continues to gain recognition, servant leadership is becoming increasingly relevant as a valuable leadership approach for promoting the well-being of employees [5].

Strategies for Enhancing Employee Well-being through Leadership Styles:

In today's fast-paced and competitive business environment, employee well-being has become a top priority for organizations looking to attract and retain top talent. Research has shown that employees who feel valued and supported by their leaders are more engaged, productive, and loyal to their organization. As a result, many companies are now focusing on enhancing employee well-being through effective leadership styles [32].

One of the key strategies for enhancing employee well-being is through the use of transformational leadership. Transformational leaders are known for their ability to inspire and motivate their employees to achieve their full potential. They create a positive work environment where employees feel empowered and supported in their personal and professional growth. By fostering a culture of trust, collaboration, and open communication, transformational leaders can help employees feel valued and appreciated, leading to increased job satisfaction and overall well-being [33].

Another effective leadership style for enhancing employee well-being is servant leadership. Servant leaders prioritize the needs of their employees above their own, and focus on creating a supportive and nurturing work environment. By showing empathy, compassion, and humility, servant

leaders can build strong relationships with their employees and create a sense of belonging and community within the organization. This can lead to higher levels of employee engagement, morale, and well-being [29].

In addition to transformational and servant leadership, another strategy for enhancing employee well-being is through the use of authentic leadership. Authentic leaders are genuine, transparent, and self-aware, and they lead by example through their actions and behaviors. By being true to themselves and their values, authentic leaders can build trust and credibility with their employees, creating a positive and inclusive work culture where employees feel respected and supported. This can lead to higher levels of job satisfaction, motivation, and well-being among employees [30].

Overall, there are several strategies that leaders can employ to enhance employee well-being within their organizations. By adopting transformational, servant, and authentic leadership styles, leaders can create a positive work environment where employees feel valued, supported, and empowered to succeed. This can lead to higher levels of employee engagement, productivity, and overall well-being, benefiting both the employees and the organization as a whole. It is essential for leaders to prioritize employee well-being and to invest in developing their leadership skills to create a positive and thriving workplace for all [31].

Conclusion:

In conclusion, the impact of leadership styles on employee well-being in healthcare organizations is significant. Leaders who adopt transformational, democratic, or servant leadership styles are more likely to create a positive work environment where employees feel valued, motivated, and engaged. On the other hand, autocratic leadership can lead to feelings of disempowerment, stress, and burnout among employees. It is essential for healthcare organizations to invest in leadership development programs and training to ensure that their leaders possess the skills and qualities necessary to support the well-being of their employees. By prioritizing employee well-being, healthcare organizations can create a culture of excellence, collaboration, and patient-centered care.

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