Application of the leadership model in health services: a systematic review

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Abstract

Introduction. Leadership is a process similar to management in many ways. Leadership involves influence, as does management. Leadership requires working with people who need management as well. Leadership is concerned with the effective attainment of goals, and so is management. Effective leadership of health professionals is very important to strengthen the quality and integration of health services and effective leadership also depends on the approach or leadership style adopted.

Objective. The purpose of this study is to determine the leadership model in health services based on the literature review.

Materials and Methods. The design used is a literature review, articles were collected using electronic databases such as ScienceDirect, Google Scholar, and PubMed from 2013-2022. The analysis uses journal content analysis.

Results. Based on the results of the literature review, it was found that the most widely used leadership model is the transformational leadership model.

Discussions. Transformational leadership is a leadership style through a process of increasing aspirations, inspiration, and motivation, having a vision for the future, and being able to identify environmental changes and transform extraordinary changes into an organization so that coordinated members foster a high sense of trust that can encourage to build a solid team. and contribute more to the organization.

Conclusions. lLeadership is one of the main determinants related to success and failure in an organization. The most frequently used leadership style is transformational leadership.

Introduction

Leadership is the art of influencing and utilizing other people by means of obedience, trust, and respect to achieve a common goal by empowering the community. [1] Leadership is the ability to get out of a culture that always initiates the process of change and is more adaptive. The key elements in leadership itself consist of leaders, followers, people, influence, change and goals to be achieved. Therefore, leadership can be understood broadly not only in a person's ability but rather in the process of interaction that occurs within him. Leadership is abstract, produced by humans in the process of interaction with their environment. [2]

Leadership is an important component in achieving organizational goals. Leadership itself places more emphasis on communication, motivating and encouraging subordinates to act optimally for a goal. [3] Leadership can be interpreted as a process of influencing others to understand and agree on what to do and how to do it, including the process of facilitating individual or group efforts to achieve common goals. The leadership principle consists of nine principles, namely continuous improvement, openness, prioritizing openness, creating work teams, providing proper work relations processes, developing personal discipline, providing information to employees, and giving authority to each employee.

Leadership includes attention to a common goal. Leaders direct their energies toward individuals trying to accomplish something together. In general, leaders and followers have a common goal. Attention to shared goals emphasizes the need for leaders to work with followers in achieving the chosen goals. Emphasizing mutuality reduces the possibility that leaders may act toward followers in coercive or unethical ways. It also increases the likelihood that leaders and followers will work together toward the common good. [4] Those who are involved in leadership will be called leaders, and those who are led by leadership will be called followers. Both leaders and followers are involved together in the leadership process. Leaders need followers, and followers need leaders. [5]

Although leaders and followers are closely related, it is often the leader who initiates the relationship, creates the communication link, and carries the burden of maintaining the relationship. In leadership, attention will be directed to the problems of the follow-

ers as well as the problems of the leader. Leaders have an ethical responsibility to attend to the needs and concerns of followers. Discussions of leadership are sometimes viewed as elitist because of the implied power and interests often ascribed to leaders in leader-follower relationships. Leaders are not above or better than followers. [6] Leaders and followers must be understood in terms of each other. [5] and collectively. [6] They are in a co-leadership relationship and are two sides of the same coin. [4]

Materials and Methods

The method used in writing this article is a literature review, which is a literature search both nationally and internationally conducted using the ScienceDirect database, PubMed, Google Cendekia, and SAGE. In the early stages of searching for journal articles, 4.224 articles were obtained from 2013 to 2022 using the keywords leadership style in health. Of these, only 17 articles were found to be relevant. The process of selecting articles is illustrated in Figure1.

Results

Based on the search results for articles using the keywords leadership style in health, there are 519 articles from ScienceDirect, 3.440 articles from Google Cendekia, 24 articles from PubMed, and 241 articles from SAGE, which were published in the last 10 years (2013-2022). The next step is reviewing the abstracts, after reviewing the abstracts, 17 articles are obtained that are relevant to the research objectives. A detailed review of the literature review is presented in Table 1.

Discussion

The role of leadership in an organization is very important in creating a vision, mission, setting and setting goals, designing strategies, policies, and methods to achieve organizational goals effectively and efficiently by directing and coordinating organizational efforts and activities. [24] Quality leadership is very important to achieve a shared vision and mission by coping with changes that occur in the external environment. [25,1] Leadership style is seen as a combination of various characteristics, traits and behaviors used by leaders to interact with their subordinates. [26]

Based on the results of a study of 17 articles, 14 articles found that transformational leadership had a positive and significant effect on performance. transformational leadership helps in building a shared value system by giving employees the opportunity to develop their skills and abilities. [27,28] Transformational leadership that has a vision of the future, is able to see changes in the organizational environment, provides motivation and inspiration for its members. Leaders and members are able to control the organization, through the implementation of performance management that is responsible, creative, innovative, solid and has a good work ethic. [29] Transformational leadership motivates subordinates to go above and beyond the call of their duties. [30]

Transformational leadership, according to Bass in [31] is defined as a process in which a leader tries to increase followers' awareness of what is right and important and motivates followers to do things that exceed possible expectations. According to Tichky & Devanna in [32] leaders who use a transformational leadership style recognize the need for organizational change, the ability to see the future, mobilize commitment to foresight, form a corporate culture

to support change, and see new change signals. Transformational leaders significantly influence follower performance. [33] because transformational leaders foster an organizational culture that is characterized by favorable emotions and mutual trust. [34] Researchers have highlighted the importance of trust in leader-follower relationships. [35]

The most important contribution in transformational leadership is reflected in the ability of leaders to be able to influence and inspire followers and create values and concepts that are valuable to individuals and leaders understand the needs of followers to create employee performance and increased job satisfaction felt by employees. Four dimensions make up transformational leadership, namely intellectual stimulation, individual consideration, inspirational motivation, and ideal influence. The dimension of intellectual stimulation stimulates subordinates to always be creative and innovative. The next dimension is individual consideration, namely being able to understand the individual differences of his subordinates more deeply by listening to their aspirations, educating and training subordinates. Next is inspirational motivation, namely the character of a leader who can apply high standards to arouse the spirit of optimism and high enthusiasm from his subordinates, finally, the ideal dimension of influence which sees the charisma of a leader having a strong influence and high self-confidence and the actions of a leader who charismatic like the values that are carried. [36] The more transformational the health facility manager is, the more motivated, satisfied, and enthusiastic the team of healthcare workers is compared to the transactional or laissez-faire health facility manager. This is under research at Jimma University Hospital, which revealed that nursing staff prefers leaders with a transformational style rather than transactional. [37] because transformational leaders have a charisma that can bring out the best in a worker. Teamwork among healthcare workers is more likely in facilities where leaders are also transformational and transactional. This finding is from a study in the Netherlands which stated that teams thrive under a leader who is more charismatic and approachable compared to people who mostly display transactional leadership traits, mixed leadership is considered to be the most effective. [38] For leadership to be most effective, a person must be able and
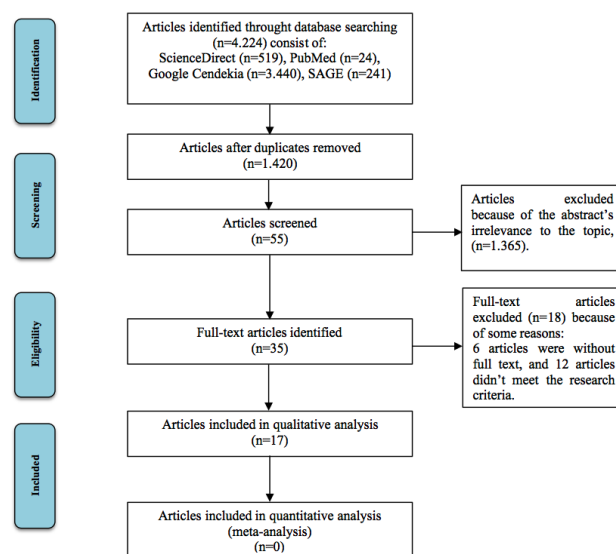

Figure 1. Data base search diagram based on PRISMA guidelines.

Table 1. Summary of selected studies.

Study	Research topic	Methods	Results
Al Khajeh, Ebrahim Hasan. (2018).	Impact of Leadership Styles on Organizational Performance	Quantitative Approach	Charismatic, bureaucratic and transactional leadership styles have a negative relationship with organizational performance. Conversely, transformational, autocratic, and democratic leadership styles have a positive relationship with organizational performance. [7]
Brown, T., et al (2014)	Leadership Style Preference of Undergraduate Occupational Therapy Students in Australia	Cross Sectional	The two most preferred leadership styles are the Caring and Passionate styles while the two least preferred are the Direct and Systematic leadership styles. There is no statistically significant difference in preference for any of the four leadership styles based on the student's gender, age, or year level of study. [8]
Elshout, R., et al (2013)	Understanding the link between leadership style, employee satisfaction, and absenteeism: a mixed methods design study in a mental health care institusion	mixed methods	The general pattern of association between low employee satisfaction, high disease rates, and a transactional leadership style is different from a transformational leadership style. Association can best be described by: (1) communication between managers and employees; (2) application of sick protocols by managers; and (3) the manager's leadership style. [9]
Gooraki, E., et al (2013)	The effect of leadership style on the employees' job motivation in health care centers in Shiraz	Descriptive–Analytical	There is a significant relationship between the motivational needs of employees and the type of service and age. A significant relationship was also found between employees' provocative motivation needs and type of service; however, no significant relationship was observed between employees' motivational needs and demographic variables. No significant relationship was found between the manager's leadership style and demographic variables. [10]
Kelly, R.J., et al (2020)	Burnout and Leadership Style in Behavioral Health Care: a Literature Review	Literature Review	Transformational leadership is considered to cause burnout more frequently in healthcare settings than other leadership styles. [11]
Khan, Raza (2016)	Effects of Leadership Style on Health Care Organizational Performance: A Survey of Selected Tertiary Care Hospital in Karachi, Pakistan	Descriptive Analytical	The nature of transformational leadership has a positive effect on performance but is not significant, while the nature of transactional leadership has an important constructive effect on organizational and employee performance. Transactional leadership is better suited to driving and improving performance in hospitals than transformational leadership style and, as a result, transactional leadership traits/behaviors are recommended for healthcare/hospital organizations with integral policies and strategies for evolution to a transformational leadership style transformasional. [12]
Kolomboy, F., Palutturi, S., Rifai, F., Saleh, L.M., Nasrul., Amiruddin, R. (2021)	Leadership style based on the study of multifactor leadership questionnaire in Palu Anutapura Hospital	Descriptive Analytical	The results of the study show that 63.6% tend to use a transformational leadership style, 9.1% tend to use a transactional leadership style and 27.3% are based on leader results. [13]
Musinguzi, C., et al (2018)	The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda	Cross Sectional	Health workers in Uganda prefer transformational leaders (62%) to transactional (42%) or laissez-faire (14%) leaders. Transformational leadership is positively correlated with motivation, job satisfaction, and teamwork, while transactional leadership is positively correlated with job satisfaction and teamwork. [14]
Pan, P.P., et al (2020)	Self-perception of leadership style of dentists: heads of dental departments in community hospitals, Southern Thailand	Cross Sectional	The majority of dental department heads have a transactional leadership style followed by a transformational leadership style, and passive avoidance is the least common. Emotional intelligence, professional position, and perception of organizational climate significantly increase transformational leadership scores. [15]

Table 1. Summary of selected studies.

Suprapti, et al (2020)	Leadership style, organization culture and innovative behavior on public health center performance during pandemic covid-19	Survey method	Transformational leadership and organizational climate have a positive and significant influence on work performance, both directly and through the mediation of innovative work behavior. Innovative work behavior has a positive and significant effect on work performance. [16]
Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019)	Influence of Transformational Leadership on Employees' Innovative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes	Survey method	Transformational leadership and job involvement are significantly related to innovative work behavior. These findings also demonstrate the significant impact of transformational leadership on trust in a leader, and the subsequent positive impact on employee job engagement. Moreover, the results support a significant serial mediation between transformational leadership, trust, job involvement, and innovative behavior of employees. The results of the study also show a significant moderating effect of empowerment on transformational leadership and innovative work behavior. [17]
Boamah, S. A., Spence Laschinger, H. K., Wong, C., & Clarke, S. (2018)	Effect of transformational leadership on job satisfaction and patient safety outcomes.	Cross sectional	Transformational leadership has a strong positive influence on workplace empowerment, which in turn increases nurse job satisfaction and reduces the frequency of adverse patients. Furthermore, job satisfaction is associated with lower side effects. [18]
Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2019)	The Influence of Transformational Leadership and Leader Attitudes on Subordinate Attitudes and Implementation Success	survey method	There is a positive relationship between transformational leadership and staff attitudes toward EBP, as well as staff attitudes toward EBP and successful implementation. In addition, the results support an indirect relationship between transformational leadership and successful implementation through employee attitudes toward EBP. [19]
Asif, M., Jameel, A., Hussain, A., Hwang, J., & Sahito, N. (2019).	Linking Transformational Leadership with Nurse-Assessed Adverse Patient Outcomes and the Quality of Care: Assessing the Role of Job Satisfaction and Structural Empowerment.	Cross sectional	There is a positive relationship between transformational leadership, structural empowerment, job satisfaction, and quality of care but a negative relationship between transformational leadership and adverse patient outcomes, structural empowerment, and adverse patient outcomes, and job satisfaction and adverse patient outcomes. structural empowerment and job satisfaction greatly mediate the transformational leadership-adverse patient outcomes and transformational leadership-quality of care relationships. [20]
Alghamdi, M. G., Topp, R., & AlYami, M. S. (2017).	The effect of gender on transformational leadership and job satisfaction among Saudi nurses	Cross sectional	There was an effect of the manager's gender on job satisfaction and perceptions of the manager's transformational leadership style without a significant effect on the nurse's gender or interaction term on these variables. Post hoc analysis showed that nurses regardless of their gender reported higher job satisfaction and a transformational leadership style that their managers felt when their managers were men. [21]
Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2019).	The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs.	Cross sectional	Transformational leadership positively and fully predicts job performance. In particular, this study found that CSR significantly mediates the effect of transformational leadership on job performance. [22]
Nugroho, Y., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R., Fikri, M., Hulu, P., Mustofa, M., Chidir, G., Suroso, S., & Xavir, Y. (2020)	Transformational Leadership and Employees' Performances: The Mediating Role of Motivation and Work Environment	Quantitative Approach	Transformational leadership has a positive and significant effect on employee performance, both directly and indirectly through the mediating influence of motivation and work environment. [23]

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willing to adapt according to the situation at hand, therefore leadership styles must be mixed and leaders must have the ability to adopt a style that is appropriate to the situation that occurs. [38]

Transformational leadership demonstrates superior leadership performance. Transformational leaders are people who encourage employees to look beyond their personal interests. Transformational leaders are effective for several reasons such as leaders may be charismatic in terms of inspiring employees, transformational leaders may meet the emotional needs of employees or they may stimulate employees intellectually. [39] The ideal charisma and behavior of transformational leaders motivate followers to identify with the leader. The personal relationships developed by transformational leaders develop an environment where employees feel happy so that their overall performance is enhanced. Therefore, it can be said that transformational leadership and organizational performance are positively related. [40]

In contrast to the results of research by [11] which concluded that transformational leadership is considered to be a more frequent cause of burnout in health care settings than other leadership styles. The lack of a significant relationship between transformational leadership and all three dimensions of burnout. [41,42] is critical because previous research has established a negative relationship between transformational leadership and burnout has not consistently made it explicit whether it relates to depersonalization, emotional exhaustion, or personal accomplishment. Generalizations about the effects of transformational leadership and possible other types of leadership must be determined with care and reflect the differences between the burnout dimensions.

The transformational leadership model is a leadership style model that greatly raises the spirit of its subordinates so that it can encourage and motivate subordinates to be able to develop and achieve higher performance, exceeding what previously thought. [43] Transformational leadership has a vision of the future, can see changes in the organizational environment, and provides motivation and inspiration for its members. Leaders and their members can control the organization, through the application of responsible performance management, and creative, innovative, solid, and good work ethic. [29] Transformational leadership motivates its subordinates to perform above and beyond their call of duty. [44]

It can be concluded that transformational leadership is a leadership style through the process of increasing aspirations, inspiration, and motivation, having a vision for the future, and being able to identify environmental changes and change extraordinary changes in an organization to foster a high sense of trust and be able to push to build a solid team and contribute more to the organization. Four dimensions make up transformational leadership, namely intellectual stimulation, individual consideration, inspirational motivation, and ideal influence. The dimension of intellectual stimulation is to stimulate subordinates to always be creative and innovative. The individual dimension is being able to understand the individual differences of their subordinates more deeply by hearing their aspirations, and educating and training subordinates. From here, transformational leaders can see the potential that exists and the development of subordinates and facilitate them. Inspirational motivation is the character of a leader who can apply high standards to arouse the spirit of optimism and high spirits of his subordinates. The latter is the ideal dimension of influence, which is to see the charisma of a leader have a strong influence and high self-confidence, and see the actions of a charismatic leader like the values carried. [36]

Conclusions

Leadership is one of the main determinants related to success and failure in an organization. Leadership style is the way in which people are directed and motivated by a leader to achieve organizational goals. It can be concluded that transformational leadership is a leadership style through the process of increasing aspirations, inspiration and motivation, having a vision for the future and being able to identify environmental changes and transform extraordinary changes into an organization so that coordinated members foster a high sense of trust that is able to encourage development. solid team and contribute more to the organization.

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