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The author of this dissertation is:
Derek Marbell
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA 30302-4015

The director of this dissertation is:

Dr. Wesley Johnston
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA 30302-4015

Exploring the Impact of Leadership styles on Work Force Dynamics in the Healthcare Industry

by

Derek Marbell

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Executive Doctorate in Business

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

ROBINSON COLLEGE OF BUSINESS

2024

ACCEPTANCE

This dissertation was prepared under the direction of the *DEREK MARBELL* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

Richard Phillips, Dean

DISSERTATION COMMITTEE

Dr. Wesley Johnston (Chair)

Dr. Aaron Baird

Dr. Mandy Swygart-Hobaugh

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ABSTRACT

Exploring the Impact of Leadership styles on Work Force Dynamics in the Healthcare Industry

by

Derek Marbell

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Chair: Dr. Wesley Johnson

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Organizations and leaders today face challenges related to strategically retaining critical employees. As such it is important to understand effective leadership styles practiced and their effect on employee turnover. This study explores the relationship between transformational leadership style, job satisfaction, and job turnover intention of equipment operators in the healthcare industry. The moderating effect of gender on this relationship is then examined. With the growing need and demand for diversity across healthcare organizations, understanding the moderating role of gender on these relationships is essential. Knowledge of how gender moderates these relationships can aid in developing and implementing targeted human resource policies and practices that have a positive impact on organizational outcomes in addition to creating a work environment that effectively caters to the needs of all employees. Equipment operators play critical roles in healthcare in that, they require specialized training and have a significant impact on quality of care. Quality of care is a key performance indicator for healthcare organizations. Several studies examine the impact of leadership style on job turnover for roles such as Doctors and Nurses in the healthcare industry. However, no study exists for the role of equipment operators such as Lab and Radiology Technicians. Hence, this research

focuses specifically on the role of equipment operators who are key stakeholders in the

healthcare industry.

INDEX WORDS: Leadership Style, Transformation Leadership, Job Satisfaction, Turnover
              intention, Turnover, Healthcare

I CHAPTER 1: INTRODUCTION

Organizations in many industries find it challenging to attract and retain top talent. High job turnover rates drive up business costs for organizations. For the health of organizations and the U.S. economy, firms must identify best practices to lower employee job turnover. Job turnover intention, an employee's thoughts of leaving a job, has been identified as a reliable indicator of job turnover. Current literature identifies transformational leadership and job satisfaction as factors affecting employee job turnover.

Numerous researchers have defined turnover intention as the conscious psychological willingness to quit the workplace (Griffeth et al., 2000; Ohana & Meyer, 2010; Alniacik et al., 2011; Panatik et al., 2012). According to Tett and Meyer (1993), turnover intention is the last in a sequence of withdrawal cognitions, including thinking of quitting and the intent to search for alternative employment. Job turnover intention is the primary source of employee turnover, and its impact on organizations can be high.

Turnover intention across all industries is more critical than ever. This research focuses on the healthcare industry. Healthcare Leaders face the challenge of navigating the effects of an existing problem to retain employees. This problem has dramatically worsened over time, especially in the United States, notwithstanding the impact of Covid-19. The healthcare industry battles the pressure of meeting strict quality guidelines from the federal government and payors while providing quality patient care. These requirements and the growing demand to maintain a stable workforce make it challenging to keep workers from jumping ship.

This study aims to research and explore the relationship between transformational leadership, job satisfaction and job turnover intention in a typical healthcare industry setting for the specific job role of equipment operators.

Based on the literature reviewed, there is a need for research on the impact of leadership styles on job satisfaction and turnover intention for specialized roles in the healthcare industry. In healthcare, most research around these constructs has focused on clinical roles such as doctors and nurses, giving minimal attention to the equipment operators who are instrumental in providing quality care.

Employee turnover costs an organization more than 2.5 times the employee's salary to backfill the position (Iqbal et al., 2015). These high costs make retention critical for healthcare and other industry leaders seeking to gain a competitive advantage and improve profitability. Employee retention continues to decline regardless of demographics (U.S. Bureau of Labor Statistics, 2016). The Bureau of Labor Statistics and the Department of Labor is interested in retention because of its fiscal impact on organizations and the economy.

Eagly and Carli (2003) suggest that the effectiveness of leadership styles, including Transformational Leadership, can be influenced by the gender of both the leader and the follower. This is because gender stereotypes can affect the expectations employees have of their leaders and how leaders interact with their employees. This and other studies support need to include gender for which additional literature and compelling argument is provided further in the study.

The more employees leave an organization, and the longer it takes to rehire, the greater the number of active employees who must do more with less. Operating understaffed typically results in burnout and an increasing turnover intention rate. The high-pressure environment that comes with working in the healthcare industry can drain the most dedicated or committed worker's spirit and morale, sometimes causing the best employees to leave the organization. This

directly or indirectly affects the overall productivity of the Organization. High burnout and low productivity can harm the quality of patient care provided in a healthcare setting.

Leaders for Today, a healthcare staffing firm, surveyed thousands of hospital employees, including doctors, nurses, and administrators, to ask about their employment plans. Of those who responded, close to 69% planned to leave their current hospital within five years – and 37% wanted to leave their current position within two years. Over half of the survey respondents had worked for at least five hospitals throughout their careers. Only 4% worked for one hospital during their entire career (Leaders for today, 2018). This is indicative of the need to retain employees and talent such as equipment operators whose role requires a specialized skill set to function in the healthcare environment.

In this qualitative study, I explore the relationship between transformational leadership style, job satisfaction, and job turnover intention of equipment operators in the healthcare industry. The moderating role of gender is then examined. Empirical data is obtained through 24 semi-structured interviews, twelve male and twelve female. The research addresses a gap in the literature by comparing the leader-follower relationship from the interviews and drawing on themes identified to explain the relationships between the different constructs under study – Transformational leadership, job satisfaction and job turnover intention. Expected results will show that transformational leadership style affects equipment operators' job satisfaction and turnover intentions in the healthcare industry. This study will interest practitioners who wish to help their leaders improve employee job satisfaction and retention by effectively managing the leader-follower relationship.

II   CHAPTER 2: RESEARCH QUESTION

The current study aims to answer the following research question:

What is the relationship between Transformational Leadership, job satisfaction, and job turnover intentions of employees in the healthcare industry? How does gender moderate this relationship?

In this qualitative research study, I will explore the relationship between transformational leadership style, job satisfaction, and job turnover intention of equipment operators in the healthcare industry. The moderating role of gender is then examined. Empirical data is obtained through 24 semi-structured interviews, twelve male and twelve female. The research addresses a gap in the literature by comparing the leader-follower relationship from the interviews and drawing on themes identified to explain relationship between the different constructs under study – Transformational leadership, job satisfaction and job turnover intention. The grounded theory approach is used for this research to explore the relationships between the different constructs under study – transformational leadership, job satisfaction and job turnover intention. Grounded theory methods consist of systematic yet flexible guidelines for collecting and analyzing qualitative data to construct theories from the data themselves. Thus, researchers construct a theory 'grounded' in their data. Grounded Theory begins with inductive data, invokes iterative strategies of going back and forth between data and analysis, uses comparative methods, and keeps the researcher interacting and involved with the data and emerging analysis (Charmaz, 2014).

III CHAPTER 3: LITERATURE REVIEW

III.1 Leadership Styles

The leadership style a manager opts to use has long been known to play a crucial role in an organization's success or lack thereof. Leadership style is the method used to direct and motivate people to achieve a goal (Al Khajeh, 2018). Explicitly, leadership style combines leaders' characteristics, traits, and behaviors to interact with their respective direct reports. According to Sow et al. (2017), managers adopt several leadership styles to lead their staff. These leadership styles include the classical leadership styles (autocratic, democratic bureaucratic, laissez-faire and transactional) and contemporary leadership styles (servant, authentic, agile, situational and transformational). Through the refinement of the leadership concept by Bass and Avolio (1990), however, the full range leadership model (FRLM), which entails transformational, transactional, and laissez-faire leadership, is now considered one of the best-formulated leadership models and is thought to cover almost all the characteristics of leaders (Gan & Voon, 2021).

III.2 Classical Leadership Styles

Classical leadership styles are traditional approaches to leadership that have been studied and practiced for many decades. These styles are based on the belief that effective leaders possess certain traits and behaviors that influence their followers' actions and outcomes. While there are several classical leadership styles, five of the most well-known and widely researched are: Autocratic, Democratic, Bureaucratic, Laissez Faire and Transactional Leadership.

III.2.1 *Autocratic Leadership*

Autocratic leadership is a style in which a leader holds full authority and control over decision-making and the actions of their subordinates. It is characterized by a top-down

approach, where the leader makes decisions without much input from the team and expects strict compliance with their directives. The autocratic leadership style is often associated with centralized power and a lack of delegation.

Some key features and characteristics of autocratic leadership include:

- Centralized Decision-Making: Autocratic leaders make decisions independently and do not involve their subordinates in the decision-making process. They believe that they have the knowledge and expertise to make the best decisions for the organization or team.

- Authoritarian Control: Autocratic leaders exercise significant control over their subordinates, dictating tasks, setting deadlines, and closely monitoring progress. They often provide clear instructions and expect obedience from their team members.

- Limited Input and Feedback: In an autocratic leadership style, team members have limited opportunities to provide input, feedback, or suggestions. Communication is mostly one-way, from the leader to the subordinates.

- Quick Decision-Making: Because the decision-making authority rests primarily with the leader, autocratic leadership can facilitate quick decision-making, especially in urgent or critical situations.

- Strict Adherence to Rules: Autocratic leaders enforce strict adherence to established rules, policies, and procedures. They may be less open to deviations or flexibility in following guidelines.

- Clear Hierarchy: Autocratic leadership often follows a clear hierarchical structure, where the leader's authority is well-defined and unquestioned.

- Transactional Approach: Autocratic leaders may use rewards and punishments as motivators to drive performance. They operate on a transactional basis, offering rewards for compliance and met expectations, while imposing consequences for non-compliance.

While autocratic leadership may have its benefits in certain situations, such as when quick decision-making is necessary or in high-risk environments, it also has its drawbacks. Research has shown that autocratic leadership can lead to reduced job satisfaction, lower creativity and innovation, and diminished commitment from team members (Zhang & Bartol, 2010). It may also hinder employee engagement and growth, as individuals may feel disempowered and undervalued (Huang et al., 2010).

In contemporary organizational settings, many leaders recognize the limitations of autocratic leadership and adopt more participative and empowering styles to foster collaboration, creativity, and commitment among their team members.

III.2.2 *Democratic Leadership*

Democratic leadership is a leadership style characterized by shared decision-making, open communication, and the involvement of team members in the decision-making process. It promotes collaboration, empowerment, and a sense of ownership among employees. Democratic leaders seek input from their team, value diverse perspectives, and work towards consensus when making important decisions.

Some key aspects of democratic leadership include:

- Shared Decision-Making: One of the primary features of democratic leadership is involving team members in the decision-making process. This participation in decision-making can lead to increased job satisfaction and commitment among employees (Den Hartog, 2015).

- Open Communication: Democratic leaders encourage open and transparent communication within the organization. This open communication fosters trust and helps build strong relationships between leaders and employees (Leroy et al., 2015).

- Employee Empowerment: Democratic leaders empower their team members by delegating authority and giving them the autonomy to make decisions within their areas of expertise. Empowerment has been linked to higher job satisfaction and greater motivation (Stander & Rothmann, 2010).

- Consensus Building: Democratic leaders strive to reach a consensus among team members when making significant decisions. Consensus-building leads to more successful teams and sustainable outcomes.

- Support for Professional Development: Democratic leaders support the growth and development of their team members. They provide opportunities for skill development, training, and career advancement (Deci et al., 2017).

- High Morale and Engagement: The participative nature of democratic leadership fosters higher levels of employee morale and engagement. Engaged employees are more likely to be committed to their work and the organization (Saks, 2006).

III.2.3 *Bureaucratic Leadership*

Bureaucratic leadership is a leadership style characterized by a strict adherence to rules, procedures, and hierarchies. It is often associated with traditional, formal organizational structures where clear roles, responsibilities, and processes are established and followed. This style of leadership is based on the principles of bureaucracy, which was first described by German sociologist Max Weber as discussed in his influential work "Economy and Society" published in 1922. According to Weber, key features of bureaucratic leadership include:

- Centralized Decision-Making: Bureaucratic leaders make decisions at the top of the organizational hierarchy and communicate those decisions downward. This top-down approach is designed to ensure consistent and efficient decision-making.

- Formal Rules and Procedures: Bureaucratic leadership relies on established rules, policies, and standard operating procedures to guide the behavior of employees and ensure uniformity in processes.

- Hierarchical Structure: Bureaucratic leadership follows a clear and well-defined hierarchical structure with different levels of authority and responsibility. This hierarchical system helps establish a chain of command and delineate roles within the organization.

- Specialization: Bureaucratic leaders often assign specialized roles and tasks to employees based on their skills and expertise. This specialization helps ensure efficiency and expertise in specific areas of work.

- Impersonal Relationships: Bureaucratic leadership maintains an impersonal and formal relationship between leaders and subordinates. Decisions and interactions are based on objective criteria rather than personal preferences.

- Stability and Predictability: Bureaucratic leadership aims to create a stable and predictable work environment. By following established rules and procedures, leaders seek to minimize uncertainty and ambiguity.

- Performance Appraisal: Bureaucratic leadership often employs performance appraisals based on objective criteria to evaluate employees' work and ensure accountability.

- Resistance to Change: The emphasis on established procedures and reluctance to deviate from the norm can hinder adaptability and responsiveness to changing circumstances.

- Lack of Creativity and Innovation: The rigid structure of bureaucratic leadership may discourage creativity and innovative thinking among team members.

- Employee Disengagement: The formal and impersonal nature of bureaucratic leadership can lead to a lack of employee engagement and satisfaction.

Max Weber's work on bureaucracy laid the foundation for understanding bureaucratic leadership and its principles. His ideas have been widely referenced and applied in organizational theory and management studies. Researchers and scholars continue to explore and discuss the role of bureaucratic leadership in various organizational contexts.

It is worth noting that while bureaucratic leadership may have its advantages in promoting consistency and efficiency, it is not without criticism. Some scholars argue that excessive bureaucracy can lead to rigid decision-making processes, stifling creativity, and slow responses to change (Etzioni, 1964). As a result, modern leadership theories often emphasize the need for flexibility and adaptability in addition to the benefits of well-structured processes.

In modern organizational contexts, many leaders blend aspects of bureaucratic leadership with other leadership styles to create a more flexible and adaptive approach that addresses the challenges of today's dynamic and fast-paced business environments.

III.2.4 *Laissez-Faire Leadership*

The laissez-faire leader avoids decision-making and relinquishes supervisory responsibilities. This leader is neither reactive nor proactive but relatively inactive (Hartog et al., 1997). Laissez-faire leaders are not adequately motivated or skilled to perform their duties; consequently, their employees can enhance their creativity to attain the organization's goals.

The laissez-faire style is characterized by a hands-off approach, where leaders give their team members significant freedom and autonomy in making decisions and completing tasks.

They provide minimal guidance and supervision, allowing their subordinates to manage themselves. Laissez-faire leadership can empower team members by giving them the freedom to explore innovative solutions and take ownership of their work (Den Hartog & Belschak, 2012). This leadership style offers limited structure, which can lead to increased flexibility in how tasks are accomplished (Rafferty & Griffin, 2004). Although Laissez-faire leadership can present challenges, such as a lack of guidance and coordination, which may lead to reduced team performance and productivity (Dumdum et al., 2002), it can be beneficial in situations where the team is highly skilled, self-motivated, and capable of working independently.

III.2.5 *Transactional Leadership*

As the word, transaction, implies, a leader is transactional if they exchange something for another. Such as giving a promotion, pay raise, performance reviews, and new responsibilities to the employee or follower in exchange for the leader's expectations or goals (Al Khajeh, 2018). Transactional leadership is the exchange of targets and rewards between leaders and their followers. This type of leadership focuses on processes instead of forward-thinking ideas. It prioritizes managing the individual's performance while deciding the performance level in a structured setting. The transactional leadership style is usually exhibited in three dimensions, i.e., contingent reward, management-by-exception (active), and management-by-exception (passive) (Antonakis et al., 2003).

Transactional leaders focus on a clear and structured exchange between themselves and their subordinates. They set specific performance goals and expectations, and in return, they offer rewards or punishments based on the team's performance. This style is based on the concept of a "transaction" between the leader and followers. Transactional leaders emphasize performance management and often use contingent rewards to motivate their team members to

meet their goals. While effective in situations where clear targets need to be achieved, this style may not foster long-term creativity and innovation.

It is important to note that each classical leadership style has its strengths and weaknesses, and effective leaders often use a combination of these styles depending on the situation and the needs of their team. Moreover, modern leadership theories and practices often blend elements from different styles to create a more adaptive and situational approach to leadership.

III.3 Contemporary Leadership Styles

Contemporary leadership styles are more recent and evolving approaches to leadership that have emerged to address the complexities of modern organizations and the changing dynamics of the workforce. Unlike classical leadership styles, contemporary styles often emphasize adaptability, collaboration, and a focus on the development of both leaders and followers. Some of the prominent contemporary leadership styles include: Servant, Authentic, Agile, Situational and Transformational Leadership.

III.3.1 *Servant Leadership*

Servant leaders prioritize the needs of their team members and focus on their growth and well-being. They demonstrate empathy, humility, and a genuine concern for others' development and success. Servant leaders aim to support and empower their followers to reach their full potential. This style encourages a nurturing and supportive work environment, where team members feel valued and respected. By serving their team, these leaders cultivate a sense of loyalty, trust, and dedication among employees, leading to improved morale and productivity. The concept of servant leadership was popularized by Robert K. Greenleaf in the 1970s. Servant leaders focus on empowering their followers, fostering a collaborative and inclusive

environment, and leading by example. Servant leaders place the needs and interests of their team members above their own. They actively seek to understand and support the well-being and growth of those they lead (Greenleaf, 1977). Key aspects of servant leadership include:

- Empowerment and Support: Servant leaders empower their followers by providing them with the necessary resources, guidance, and autonomy to succeed. They support their team members in their personal and professional development (Sendjaya & Sarros, 2002).

- Collaboration and Inclusivity: Servant leaders foster a collaborative and inclusive work environment. They value diverse perspectives and encourage participation from all team members (Spears, 2002).

- Long-Term Orientation: Servant leadership is often associated with a long-term perspective on organizational success. Servant leaders focus on building lasting relationships and fostering a sustainable organizational culture (Liden et al., 2008).

Servant leadership has been widely studied and recognized as an effective leadership approach associated with positive employee outcomes, increased job satisfaction, and enhanced organizational performance. However, the effectiveness of servant leadership may vary depending on the organizational context and the leader's ability to integrate servant leadership principles effectively (Irving et al., 2007).

III.3.2 *Authentic Leadership*

Authentic leaders are true to themselves and demonstrate transparency, integrity, and honesty in their actions. They don't put on a facade and strive to align their values and behaviors with organizational values. By being genuine and open, authentic leaders build trust and credibility with their followers. They also acknowledge their weaknesses and are willing to learn

from their mistakes, fostering a culture of continuous improvement. This leadership style promotes trust and a positive organizational culture, encouraging employees to be authentic and committed to the organization's mission. Key aspects of authentic leadership include:

- Genuine and Self-Aware: Authentic leaders are genuine in their actions and interactions with others. They are self-aware, understanding their strengths and weaknesses, and are not afraid to show vulnerability (Avolio et al., 2004).

- Building Trust and Positive Relationships: Authentic leaders build trust with their followers through open communication and consistent behavior. They focus on creating positive and meaningful relationships with their team members (Walumbwa et al., 2008).

- Ethical Behavior: Authentic leaders prioritize ethical behavior and act as moral role models for their followers. They align their actions with their values and hold themselves and others accountable for ethical conduct (Hannah et al., 2014).

- Employee Development: Authentic leaders are committed to the growth and development of their team members. They support employees' professional development and encourage them to reach their full potential (Kernis et al., 2006).

- Positive Organizational Outcomes: Authentic leadership has been associated with various positive organizational outcomes, including employee engagement, job satisfaction, and organizational commitment (Jensen & Luthans, 2006).

Authentic leadership has gained attention as a positive and effective leadership approach that contributes to employee well-being, organizational culture, and overall performance. While it is not a one-size-fits-all approach and may require adaptation to different contexts, research supports its positive impact on leadership effectiveness and employee outcomes.

III.3.3 *Agile Leadership*

Agile leadership is a leadership approach that aligns with the principles of agile methodologies, which were originally developed for software development but have since been adapted and applied to various business contexts. Agile leadership is all about embracing flexibility, collaboration, and responsiveness to effectively lead teams and organizations in today's rapidly changing and complex environments. This style of leadership encourages continuous learning, adaptation, and empowerment of team members. Some key characteristics and principles of agile leadership include:

- Adaptive and Responsive: Agile leaders understand that the business landscape is dynamic and unpredictable. They are quick to respond to changes and challenges, adjusting their strategies and plans as needed. Instead of rigidly adhering to a fixed plan, they prioritize being adaptable and open to new ideas.

- Empowerment and Trust: Agile leaders trust their team members and empower them to make decisions and take ownership of their work. They create an environment where individuals feel safe to experiment, learn from mistakes, and contribute their unique skills and insights.

- Collaboration and Communication: Agile leadership emphasizes strong collaboration among team members and stakeholders. Agile leaders foster open communication, transparency, and information sharing to ensure that everyone is aligned with the organization's goals and objectives.

- Continuous Learning: Agile leaders encourage a culture of continuous learning and improvement. They seek feedback, promote knowledge sharing, and support ongoing skill development among their team members.

- Servant Leadership: Agile leaders adopt a servant leadership mindset, putting the needs of their team members first and working to support their growth and success. They remove obstacles and facilitate the team's progress rather than micromanaging or controlling the process.

- Iterative and Incremental Approach: Agile leaders promote an iterative and incremental approach to problem-solving and project management. They break down complex tasks into smaller, manageable chunks, allowing for frequent review, feedback, and adaptation.

- Outcome Focus: Agile leaders prioritize delivering value and outcomes over adhering to predefined processes or timelines. They focus on achieving meaningful results and meeting customer needs.

- Continuous Improvement: Agile leaders encourage a culture of continuous improvement, where teams regularly reflect on their processes and outcomes, identify areas for enhancement, and take action to implement positive changes.

- Emotional Intelligence: Agile leaders possess high emotional intelligence, understanding and empathizing with their team members' feelings and perspectives. They use this insight to build strong relationships, resolve conflicts, and create a positive and supportive work environment.

- Distributed Decision-Making: Agile leaders distribute decision-making authority among team members based on their expertise and knowledge. This approach empowers the team to respond swiftly to challenges and opportunities as they arise.

Agile leadership is well-suited for modern organizations facing rapid technological advancements, market disruptions, and changing customer demands. It is particularly relevant in fast-paced and uncertain environments, where the ability to respond quickly to changing

circumstances is essential. It has been widely adopted in various industries beyond software development, including project management, marketing, and organizational development. By embracing agility, leaders can navigate uncertainty more effectively and drive innovation and success in their teams and organizations. Agile leaders can set the guiding principles, develop strategies, and build mechanisms that will lead to smooth transition to organizational agility (OA). These leaders give directions on how to make organizations agile and ensure that there is a leadership culture that models and promotes a holistic agility in the organization (Attar et al., 2020).

III.3.4 *Situational Leadership*

Situational leadership is a leadership model developed by Paul Hersey and Ken Blanchard in the late 1960s. It suggests that the most effective leadership style varies depending on the readiness or development level of the followers. Situational leaders adapt their leadership approach based on the specific needs and capabilities of their team members. Situational leaders recognize that there is no one-size-fits-all approach to leadership. Instead, they adapt their leadership style to the specific needs and development level of their team members. Depending on the situation and the competence and commitment of their followers, situational leaders may employ different leadership behaviors, such as providing direction, coaching, supporting, or delegating. This style helps leaders become more flexible and responsive, promoting individual and team growth and performance. Key aspects of the situational leadership model include:

- Readiness Levels: Situational leadership identifies four readiness levels of followers, ranging from low to high competence and commitment:

    a. D1 - Low Competence, High Commitment: Followers lack the skills but are motivated and willing to learn.

   b. D2 - Low Competence, Low Commitment: Followers have limited skills and are less motivated or confident.

   c. D3 - Moderate to High Competence, Variable Commitment: Followers have some skills but may lack confidence or commitment.

   d. D4 - High Competence, High Commitment: Followers are highly skilled and motivated.

- Leadership Styles: The situational leadership model proposes four leadership styles to match each readiness level of followers:

   a. S1 - Directing: High task focus and low relationship focus. Appropriate for D1 followers.

   b. S2 - Coaching: High task focus and high relationship focus. Suitable for D2 followers.

   c. S3 - Supporting: High relationship focus and low task focus. Appropriate for D3 followers.

   d. S4 - Delegating: Low task focus and low relationship focus. Suitable for D4 followers.

- Adaptability: Situational leaders are flexible and capable of adjusting their leadership style based on the changing development levels of their followers.

- Developmental Approach: The situational leadership model encourages leaders to adopt a developmental approach to leadership, focusing on growing the skills and commitment of their followers over time.

The situational leadership model has been widely used in various organizational settings and is considered a valuable framework for understanding how leadership styles should adapt to different employee needs.

III.3.5 *Transformational Leadership*

Transformational leaders inspire and motivate their followers to achieve extraordinary outcomes by encouraging them to transcend their self-interests for the collective good of the organization or society. These leaders are charismatic and visionary, and they often articulate a compelling vision of the future that resonates with their team members. Transformational leaders build strong emotional connections with their followers, foster trust, and empower them to take ownership of their roles. They encourage innovation and creativity and often act as role models for their teams. This leadership style is associated with higher levels of employee engagement, commitment, and organizational performance.

Transformational leadership allows for the development and transformation of individuals through focusing, envisioning, enabling, and empowering employees (Gan & Voon, 2021). Citing the work of Burns, Gan and Voon (2021) observed that a transformational leader "looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower." Transformational leaders possess the capability to permit themselves and others within a group to look beyond their self-interest for the good of the entire group and to encourage followers to achieve exceptional outcomes through providing understanding and meaning, all while supporting the goals of individual followers and the overall organization (Yücel, 2021). Transformational leadership, according to Gan and Voon (2021), comprises four key dimensions developed by Bass (1985) and later expanded and edited by Avolio and Bass

(1990). Regarded as "the four i's," these dimensions transform organizations, counterparts, and direct reports. They include:

- Idealized influence
    - Shows outstanding behaviors that align with the organization's goals
    - Gains others' confidence, respect, and trust by taking a stand on complex problems
    - Emphasizes the significance of values, commitment, purpose, and showing conviction
- Inspirational motivation
    - Communicates the vision with confidence and fluency in a significant way
    - Energizes others and increases their enthusiasm and optimism for future tasks
- Intellectual stimulation
    - Recognizes ways to achieve a sustainable competitive advantage through innovation, creating knowledge, and inspiring new perspectives and ways of working with others
    - Promotes the expression of new ideas and arguments from subordinates
- Individualized consideration
    - Attends to and supports each follower's needs
    - Deals with others as individuals and understands that every person has dissimilar abilities and needs and requires personal attention and to feel valued

It is important to recognize that contemporary leadership styles are not mutually exclusive, and leaders often exhibit a blend of these approaches based on their personal attributes, the organizational context, and the needs of their team members. Successful leaders

often adapt their leadership style to different situations, recognizing that different challenges may require different leadership strategies.

This study draws on insights from the transformational leadership model and concepts of other leadership styles to analyze content from the interviews. Identified themes are then used to explain relationships between the key constructs.

III.4 Leadership Theory and its Evolution into Transformational Leadership

Leadership theory refers to the systematic study and understanding of various approaches, models, and concepts related to leadership. It aims to explore the behaviors, traits, styles, and influences of leaders in different settings. There are several prominent leadership theories that have been developed over the years. Some key leadership theories developed include:

Trait Theory:

Trait theory suggests that effective leaders possess certain inherent traits or characteristics that distinguish them from non-leaders. This theory focuses on identifying the personal qualities that contribute to leadership effectiveness (Stogdill, 1948).

Behavioral Theories:

Behavioral theories emphasize the actions and behaviors of leaders rather than their inherent traits. These theories propose that leadership can be learned and developed through specific behaviors, such as consideration for followers and initiating structure (Blake et al., 1964).

Situational Leadership Theory:

Situational leadership theory posits that effective leadership depends on the readiness or development level of followers. Leaders must adapt their leadership style to match the needs and capabilities of their followers (Hersey et al., 1969).

Contingency Theories:

Contingency theories suggest that effective leadership depends on the interaction between the leader's traits or behaviors and the specific situational context. Different situations require different leadership approaches (Fiedler, 1967)

Transactional Leadership Theory:

Transactional leadership theory revolves around the exchange of rewards and punishments between leaders and followers. It emphasizes transactional relationships and contingent reinforcement (Burns, 1978).

Authentic Leadership Theory:

Authentic leadership theory centers on leaders who are genuine, self-aware, and act with integrity. It emphasizes ethical behavior and transparent communication (Avolio et al., 2004).

Servant Leadership Theory:

Servant leadership theory proposes that leaders should prioritize the needs of their followers and the broader community. They serve their followers' interests and foster a sense of community and collaboration (Greenleaf, 1970)

Transformational Leadership Theory:

Transformational leadership theory focuses on the leader's ability to inspire and motivate followers to achieve exceptional performance and personal growth. It emphasizes vision, charisma, and the ability to influence others positively (Bass, 1985)

Each Leadership theory offers valuable insights into understanding leadership and how leaders can effectively influence and guide their teams and organizations.

Leadership theory has undergone significant evolution over time, and one of the most influential developments in modern leadership thinking is the emergence of transformational leadership. Transformational leadership is a leadership style that focuses on inspiring and motivating followers to achieve exceptional performance and personal growth. It was first introduced by James MacGregor Burns in 1978 and later expanded upon by Bernard M. Bass.

Transformational leadership theory has garnered substantial scholarly attention since its inception more than 40 years ago and continues to be one of the most actively researched leadership paradigms (Day & Antonakis, 2012; Dinh et al., 2014; Northouse, 2016). The notion that leaders transform followers in ways that lead to greater organizational performance provides a compelling conceptual foundation for both research and practice. Hundreds of empirical studies support links between transformational leaders and individual, group, and organizational outcomes, making it hard to deny the importance of this construct (Siangchokyoo et al., 2020).

James MacGregor Burns introduced the concept of transformational leadership in his book "Leadership." In this book, Burns distinguished between two types of leadership: transactional and transformational. He argued that transactional leadership involves an exchange relationship between the leader and followers, based on rewards and punishments, while transformational leadership goes beyond simple exchanges and aims to raise followers' aspirations and ethical standards.

Building upon Burns' ideas, Bernard M. Bass further developed the concept of transformational leadership. In his work, Bass identified the four components of transformational leadership:

Idealized Influence (Charisma): Leaders are seen as role models and inspire admiration, respect, and trust in their followers.

Inspirational Motivation: Transformational leaders articulate a compelling vision and mission, inspiring and motivating their followers to work toward common goals.

Intellectual Stimulation: They encourage creativity and innovation, challenging their followers to think independently and question the status quo.

Individualized Consideration: Transformational leaders pay individual attention to their followers, supporting their needs and development.

Bruce J. Avolio and Bernard M. Bass expanded on the transformational leadership model and introduced the Full Range Leadership Model, which incorporates various leadership styles, including transactional, transformational, and laissez-faire leadership. According to this model, transformational leadership is associated with higher follower satisfaction, commitment, and performance.

Over the years, extensive research has validated the effectiveness of transformational leadership in various organizational settings. Many studies have demonstrated that transformational leadership positively influences employee engagement, job satisfaction, organizational commitment, and overall performance (Judge et al., 2004).

In the 21st century, transformational leadership remains a popular and influential leadership theory. It has been applied in various fields, including business, education, healthcare, and politics, to foster positive organizational outcomes and promote social change (Northouse, 2018).

Overall, the evolution of leadership theory into transformational leadership reflects a shift from transactional exchanges to more inspirational and visionary approaches to leadership. This

style emphasizes the leader's ability to bring about positive changes, inspire followers, and foster a shared sense of purpose and growth.

Transformational leadership is widely regarded as one of the best leadership styles in modern times due to its positive impact on organizations, teams, and individuals. Several reasons contribute to its effectiveness and success:

Inspiration and Motivation: Transformational leaders are exceptional at inspiring and motivating their followers. They communicate a compelling vision, create a sense of purpose, and challenge their teams to achieve higher levels of performance. This motivation leads to increased enthusiasm and dedication among followers, driving them to go above and beyond in their efforts (Avolio et al., 2004).

Enhanced Employee Engagement: Transformational leaders foster a positive and supportive work environment that encourages employee engagement. They show genuine concern for their followers' well-being, recognize their contributions, and provide them with opportunities for growth and development. This, in turn, leads to higher levels of job satisfaction and commitment.

Increased Organizational Performance: Transformational leadership has been linked to improved organizational performance. Leaders who adopt this style can inspire their teams to achieve higher levels of productivity and innovation. The emphasis on continuous improvement and challenging the status quo leads to better decision-making and overall effectiveness (Lowe et al., 1996).

Cultivation of Leadership Potential: Transformational leaders focus on developing their followers into future leaders. They empower their team members, providing them with autonomy

and opportunities to lead projects and initiatives. This approach creates a pipeline of capable leaders within the organization (Bass et al., 2006).

Positive Organizational Culture: Transformational leadership promotes a positive organizational culture. By fostering open communication, trust, and collaboration, leaders create an environment where employees feel valued and empowered. This culture contributes to high morale and a shared sense of purpose (Den et al., 2012).

Adaptability and Change Management: In rapidly changing and uncertain environments, transformational leadership is particularly valuable. Leaders who can articulate a clear vision and inspire their followers can help organizations navigate through challenges and adapt to new circumstances effectively (Waldman et al., 2001).

Overall, transformational leadership stands out as one of the best leadership styles in today's dynamic and competitive world because of its ability to inspire, motivate, and empower individuals and teams to achieve outstanding results. Numerous studies have demonstrated its positive impact on organizational outcomes, making it a preferred approach for effective leadership. While transformational leadership has shown significant benefits in various contexts, the effectiveness of a leadership style may also depend on the specific organizational and cultural factors at play.

III.5 Job Satisfaction

According to Chavadi et al. (2021), job satisfaction is the blend of mental, physiological, and environmental factors that causes an individual to feel happy with their job. Other definitions of job satisfaction state that it is a feeling; of how people feel about their jobs or the extent to which they are satisfied or dissatisfied with their jobs (Gan et al., 2021). Gan et al. 2020 also noted that, according to Locke (1969), job satisfaction is a happy emotion experienced by

individuals who perceive that their job fulfills their job values. This definition then points to the fact that job satisfaction is unique to everyone in what they seek and desire from their jobs. According to Locke (1969), an employee's job satisfaction relates to an individual's values rather than their needs or expectations.

III.6 Job Turnover Intention

Job turnover is the net change in employment between two points. We calculate it as the number of jobs created minus the number of separations. According to Gan et al. (2021), employee retention is the organization's ability to maintain its staff. Retaining employees requires an organization to create an environment where employees are satisfied with their jobs and are willing to commit to their roles fully. According to Aliyu et al. (2016), job turnover intention is a psychological reaction whereby an employee has considered leaving a particular organization for another one in the future. Therefore, turnover intention is an antecedent to voluntary turnover and starts when employees have thoughts of permanently leaving the organization (Gan et al., 2021).

III.7 Leadership Style on Job Satisfaction and Turnover Intention

Many studies have attributed leadership style to an employee's job satisfaction. Al-Ababneh (2013) concluded that managers and their appropriate leadership styles are essential to job satisfaction. Voon et al. (2011) also proposed that certain leadership styles might promote more job satisfaction than others due to a leader's capability to impart a sense of mission and intellectual stimulation. Specifically, according to Gan et al. 2020, the transformational leadership style positively impacts an employee's job satisfaction. Further studies have also concluded that transformational leadership has a significant direct impact on employee turnover

intention and that transformational leadership indirectly influences employees' turnover intention through the mediating variable of job satisfaction (Lim et al., 2017).

III.8 Leadership and Turnover Intention in the Healthcare Industry

The healthcare industry is one of the top ten most prominent industries in the U.S. According to the Centers for Medicare and Medicaid Services, healthcare accounts for 18.3% of the United States Goss Domestic Product (GDP) as of 2021. This was 13% in 2019 (Levin, 2019). Within the healthcare industry, the equipment operator serves an integral role. An equipment operator is a highly skilled employee who operates specialized machinery specific to their industry and training. This includes but is not limited to Lab and Radiology Technicians. Researchers have done comprehensive studies in the healthcare industry on the effects of leadership style on employee turnover intentions for roles such as Doctors and Nurses. However, there is a need for more research on leadership style and its impact on equipment operators and turnover intention. Equipment operators play a vital role in the delivery of care and Providers rely on their expertise to provide quality Patient care. Sow et al. 2016, researched the relationship between transformational leadership and employee retention among healthcare professionals. The current research suggests that a negative relationship with one's leader is crucial to an employee's intention to leave an organization. It also states that future research should include different levels of healthcare workers to determine if perceptions of leadership behaviors impact the intention to leave at all levels.

No research was found that argues how job satisfaction mediates transformational leadership and turnover intentions on equipment operators in healthcare. Weberg 2010, pointed out that research on staff satisfaction, burnout, and transformational leadership could be more extensive. There is a need for more research on the impact of leadership style and turnover

intentions on healthcare employees. According to (Elçi et al., 2012), who conducted research on leadership impact on employee job turnover intentions in several companies, leadership is an essential factor in decreasing the turnover rate.

An extensive literature review found no research conducted in the healthcare industry supporting leadership style and its impact on job turnover intentions of equipment operators.

Consequently, this research will look at a cross-analysis of the gender differences and how that impacts the relationship between transformational leadership, job satisfaction and turnover intention of equipment operators in the healthcare industry.

III.9 The Role of Gender

Research indicates that men and women may perceive leadership behaviors differently due to societal norms, expectations, and socialization processes. Eagly and Carli (2003) suggest that the effectiveness of leadership styles, including Transformational Leadership, can be influenced by the gender of both the leader and the follower. This is because gender stereotypes can affect the expectations employees have of their leaders and how leaders interact with their employees.

The way men and women respond to leadership styles can significantly impact their job satisfaction and, consequently, their turnover intentions. For instance, a study by Vecchio, Justin, and Pearce (2008) found that gender moderates the relationship between perceived leadership effectiveness and outcomes like job satisfaction, highlighting the need to understand these dynamics to create more engaging and satisfying work environments for all employees.

Including gender in the study promotes a deeper understanding of diversity and inclusion within the workplace. According to the World Health Organization (2019), recognizing gender disparities and actively working to understand them is crucial for creating equitable health

systems. Research that considers gender differences contributes to this goal by identifying specific needs and preferences of diverse employee groups, thereby supporting efforts towards more inclusive leadership practices.

By exploring how gender moderates the relationship between Transformational Leadership and its outcomes, organizations can develop more nuanced leadership development programs. A study by Koch, Binnewies, and Dormann (2015) emphasizes the importance of tailored leadership training that considers the diverse needs of the workforce, including gender differences, to enhance the effectiveness of leadership interventions.

Understanding the interplay between leadership styles, job satisfaction, turnover intentions, and gender is essential for improving organizational performance, especially in the healthcare sector where staff turnover can significantly impact service delivery and patient care. A comprehensive review by Lowe, Kroeck, and Sivasubramaniam (1996) suggests that Transformational Leadership is positively associated with employee satisfaction and organizational performance, underscoring the value of including gender to optimize these outcomes.

By including gender as a variable in this research, the study not only aligns with contemporary efforts to address diversity and inclusion within organizational settings but also enhances the practical applicability of its findings, contributing to the development of more effective, equitable, and responsive leadership practices in the healthcare industry.

IV   CHAPTER 4 RESEARCH METHODOLOGY

IV.1 Research Design

The two most common types of research are qualitative and quantitative. While the quantitative researcher mainly focuses on numbers, the qualitative researcher usually centers on context (Myers, 2020). Qualitative research allows the researcher to dive more deeply into their topic. I chose a qualitative research approach for this study because I sought to understand the relationships between leadership behavior, especially transformational leadership, job satisfaction, and employee turnover intentions.

Because little or no research is available about equipment operators and turnover intentions in the healthcare industry, I chose to take an inductive grounded theory (Charmaz, 2014) approach. I adopted the grounded theory method because it is appropriate when researchers have done little research about a phenomenon. The flexibility of using grounded Theory allows me to build a complete understanding of the direction of my research.

IV.2 Data Collection

I conducted a qualitative study (Miles and Huberman 2020) through semi-structured interviews with 24 equipment operators, made up of 12 male and 12 female from the healthcare industry. I identified the equipment operators by contacting the human resources departments of healthcare organizations in Georgia. I prepared a protocol to structure the interview process (Fig 2.0). I tailored it to explore the relationship between transformational leadership behavior, job satisfaction, and turnover intention. For example, I asked how the operator's leader shows they respect them and how their leader's behavior affects their job satisfaction. I conducted the interviews in person and virtually, with each interview lasting between 30 and 80 minutes. I conducted and recorded the interviews after the participants gave their informed consent. After

recording and transcribing the interviews, I used qualitative data analysis techniques to analyze the data (Miles and Huberman, 2022).

IV.3 Data Analysis

Data analysis is the heart of qualitative research (Merriam & Tisdell, 2015). I used NVivo to organize data and assist with data analysis and interpretation (Myers, 2020). This qualitative study aims to develop a grounded theory that explores the relationship between leadership behavior, especially transformational leadership and employee job turnover intentions. The *central research question is: What is the relationship between Transformational Leadership, job satisfaction, and job turnover intentions of employees in the healthcare industry? How does gender moderate this relationship?*

A vital step in grounded theory research is the systematic coding process that involves generating categories of information through initial and focused coding (Charmaz, 2014). Researchers have options for the initial coding, including word-by-word, line-by-line, or incident-with-incident (Charmaz, 2014). I began the initial coding by conducting line-by-line, looking for repeating words or statements. I kept an open mind to allow the data to direct the research path, mainly by sticking close to the data (Charmaz, 2014). This allowed for identification of any other Leadership themes that emerged from the interviews.

V   CHAPTER 5 RESULTS

In this qualitative study, I explore the relationship between leadership styles, primarily transformational leadership, job satisfaction and job turnover intention. I also examine how gender impacts or changes this relationship. The effect of this relationship on employees in the healthcare industry is discussed. Empirical data was obtained through 24 semi-structured interviews, twelve men and twelve women after obtaining informed consent. The data collected was to help answer the research questions: "What is the relationship between transformational leadership style, job satisfaction, and job turnover intention of employees in the health care industry. How does gender moderate or change this relationship?" Other Leadership styles that emerged from the interviews were discussed in the background. The study participants or sample description are equipment operators in the healthcare industry. The interviews were recorded while strictly adhering to all research protocols outlined in the informed consent and institutional review board protocol, transcribed, and analyzed accordingly. After transcribing the interview data, it was analyzed using the thematic analysis technique. The researcher followed a six-stage thematic analysis guideline by Braun and Clarke (2006) to analyze data. The researcher used NVivo (14 version) to analyze data. I began the initial coding by conducting line-by-line, looking for repeating words or statements. I kept an open mind to allow the data to direct the research path, mainly by sticking close to the data (Charmaz, 2014). This allowed for identification of any other Leadership themes that emerged from the interviews.

During the analysis, I identified the following themes and sub-themes from the data as illustrated below in Figure 1.
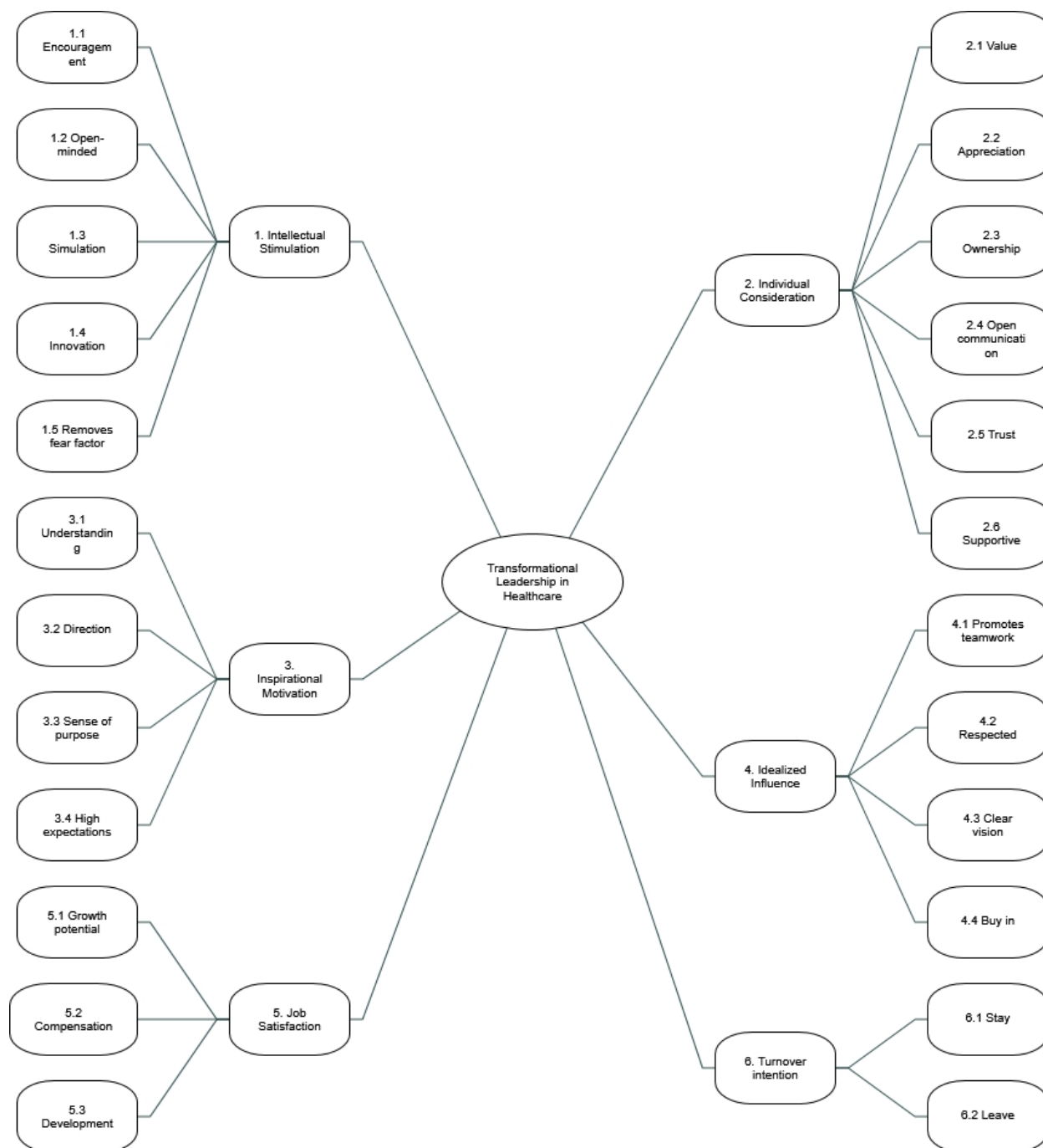
Figure 1: Illustration of Global Theme, Themes, and Sub-Themes from Analysis

Figure 1 Provides a visual display of the different study constructs which primarily revolved around the global theme of transformational leadership in healthcare while identifying other Leadership styles that emerged from the data. There were six themes and related sub-themes. A hierarchy chart for these themes and sub-themes is displayed in Figure 2 below.

2. Individual Consideration			4. Idealized Influence		3. Inspirational Motivation	
2.6 Supportive	2.1 Value	2.2 Appr...	4.2 Respected	4.3 Clear vi...	3.3 Sense ...	3.2 Direction
2.5 Trust						
2.4 Open communication	2.3 Ownership		4.4 Buy in		3.1 Understanding	
			4.1 Promotes teamwork		3.4 High expectations	

1. Intellectual Stimulation			5. Job satisfaction		6. Turnover intention	
1.4 Innovation	1.2 Open-mi...	1.3 Simu...	5.1 Growth potential	5.2 ...	6.1 Stay	6.2 Leave
1.1 Encouragement			5.3 Development			
	1.5 Removes fear factor					

Figure 2: Hierarchy Chart (Tree Map)

Figure 2 explicitly shows how themes and sub-themes relate to each other. The 'tree map' hierarchy chart visualizes hierarchical data (in this case, themes and sub-themes) as a set of nested rectangles of varying sizes, in which the size of the rectangles represent the amount of coding to each sub-theme code nested within its parent theme code (Lumivero, 2024). A detailed analysis and discussion of the themes and sub-themes is presented below under relevant headings.

Overall, 24 participants were interviewed; 12 were men and 12 were women. After analyzing the data, I compared their responses for each themes and sub-themes while synthesizing with the literature to answer the research questions. A sample comparison is presented in Figure 3 below.
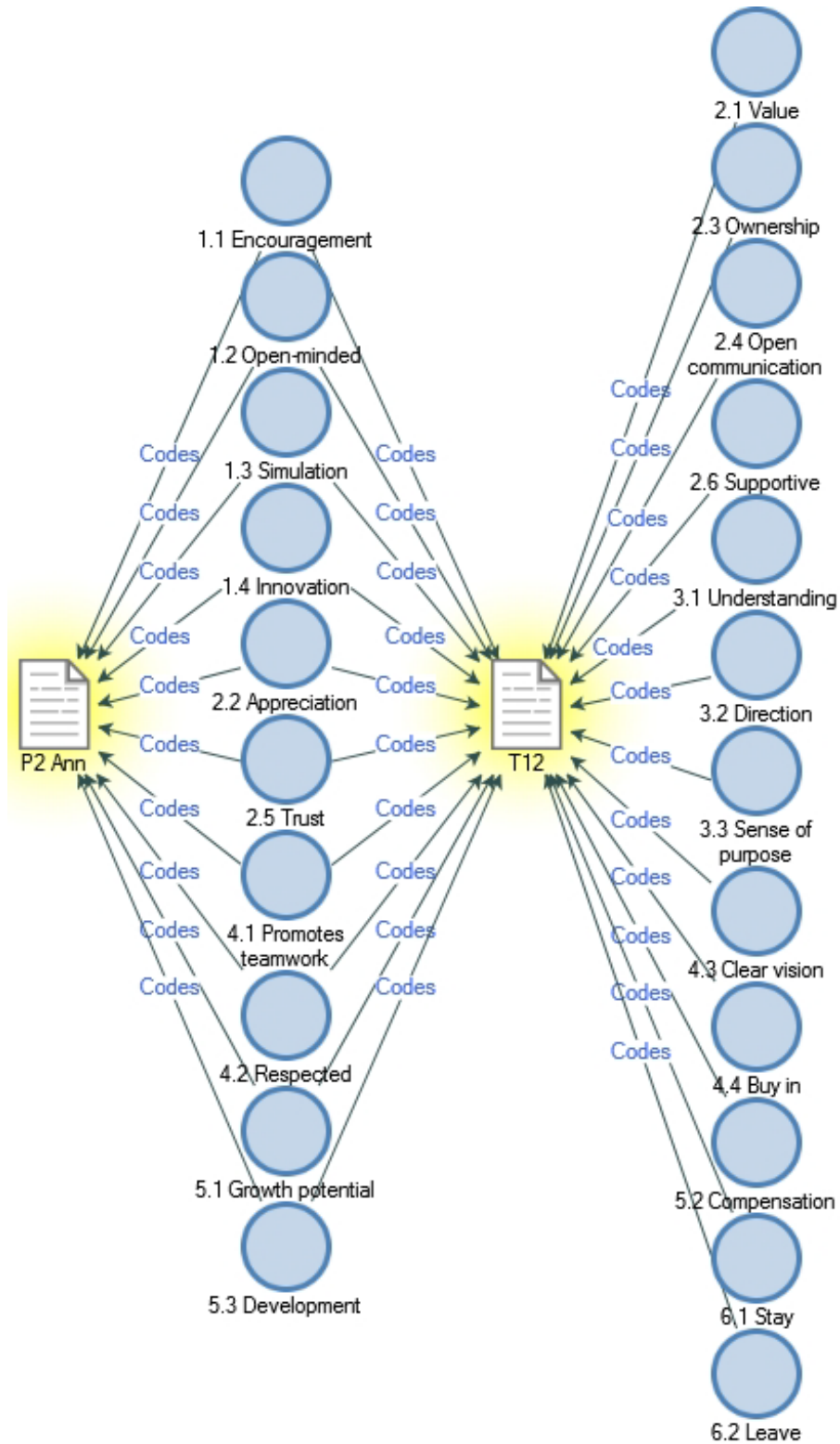
Figure 3: Participant response illustration Female vs Male

Figure 3 represents how a response from a participant male (T12) and female (P2) contributed to each theme and sub-theme: the codes (blue bubbles) between P2 and T12 are codes the two participants had in common, while the codes to the right of T12 were present in T12's interview but not in P2's interview. The detail for each theme and sub-theme comparison is interpreted and implications further explained. I extracted the word cloud from the themes and sub-themes of the analysis, which is presented in Figure 4 below.

Figure 4: Word Cloud for Themes and Sub-themes

Once I concluded the initial coding process, I moved on to focused coding. The initial coding gave me the paths the research could take, and focused coding directed me toward the correct path (Charmaz, 2014). I condensed the analytical data during the focused coding process to help see the emerging theoretical ideas (Charmaz, 2014). As a result of the focused coding

process, I began to match the emerging themes with concepts found in the literature (see Table

1).

Table 1: Generated Meta-Thematic Categories

Themes	Meta-Thematic Categories	Coding Frequency	Percent of Total
Supportive *Open Communication* *Trust* *Appreciation* Value Ownership	Individual Consideration	380	51.56
Sense of Purpose *Direction* *Recognition* *High Expectation* *Understanding*	Inspirational Motivation	81	10.99
Clear Vision *Promote Teamwork* *Respect* *Buy-In*	Idealized Influence	161	21.85
Innovation *Encouragement* *Open-Minded* *Removes Fear* *Stimulation*	Intellectual Stimulation	115	15.60

Note. Theme insights from the Four I's of transformation leadership From "Leadership and

performance beyond expectations," by Bass Bernard, M. (1985). Free Press

V.1 Theme 1: Intellectual Stimulation

This was the third highest critical category that emerged with occurrence rate of 15.60 percent.

V.1.1 *Sub-theme 1.1: Encouragement*

This sub-theme captures how leaders encourage employees to engage with tasks, highlighting actions that inspire confidence and motivate employees to excel. When the respondents were asked questions, one of the female participants pointed out,

"Yeah, I mean, she does it positively, I would say. I guess it just depends on the situation."

In the above comment, P1 narrated that her leader encourages them positively. In support of the above comment, P6, another female, argued,

'She always encouraged thinking in new ways, thinking out of the box. And then she always has this expression; she will say, " Be creative."

In the above comment, P6 commented that her leader consistently promoted innovative thinking, encouraging thinking beyond the box. She always wears a particular expression and often encourages creativity by saying, "Be creative." When she says it, she means pushing the boundaries to a certain extent to make a scenario successful. While on the other hand, one of the male participants, T2, narrated,

"If I am being proactive or if I can handle the lab while she is off, she praises me."

Here, one of the male participants states that her leader praises him when he is proactive or does a good thing. In response to the same question, one of the other male participants commented,

"She is a good leader. She does a good job delegating to me and the other Lead Tech. She almost has a hands-off approach in a way that she lets us do our thing."

In the above response, T4 indicates that he has an effective leader. She effectively delegates tasks to him and the other Lead Tech. She maintains a hands-off style, allowing us to operate independently. She will step in if a situation arises beyond my control.

The analysis showed different views on leadership support among male and female participants. Female members lauded their leader for providing positive and inventive encouragement, highlighting a focus on creativity and helpful inspiration. On the other hand, males valued autonomy and proactive recognition of behavior, preferring a leadership approach that involves delegation and trust. This difference emphasizes the significance of adaptive leadership that addresses varied employee choices, indicating that compelling motivation requires motivation and autonomy customized to individual employee requirements.

V.1.2 *Sub-theme 1.2: Open-minded*

This sub-theme highlights the importance of open-mindedness in leadership. Open-mindedness in leadership involves promoting a workplace where ideas are freely exchanged, and employees feel valued for their input. When the respondents were asked questions about the open-mindedness of their leaders, one of the female participants argued,

"The way she communicates with me, it is never, never condescending. I never felt patronized. And I know how that feels, you know, from other experiences. Moreover, she is very open to anything."

In the above response, a female participant, P1, stated that her leader's communication with her was consistent, respectful, and never patronizing. She never felt condescended to. She can empathize with that feeling based on my past experiences. She is quite receptive to anything.

When the same question was asked by another participant about the open-mindedness of her leader, P1- stated,

"I am just the overthinker. I am an open thinker by nature, so it works out. So, being an overthinker, I usually jot down much stuff going on, but usually being an overthinker, I am usually able to think outside the situation and figure it out."

In the analysis as supported by above response, female participants argued that their leader tends to overthink things since she is naturally inclined to analyze openly, yet it benefits me in my profession. As an individual prone to overthinking, she manages to write down her thoughts frequently. This habit allows her to analyze situations thoroughly and find solutions. When the same question was asked to male respondents, one of them answered,

"Yes. I mean, they have stuff where, sort of, like open door policy where you can…."

In the above comment, T15 agreed that they have an open-door policy where you may address feelings of being undervalued or dissatisfied. In response to the same question, another male respondent stated,

"He listens to concerns, questions, and our recommendations. There is also him reaching out to get my point of view on certain things first, before a decision is made, not that the decision is made, then afterward, my opinion is asked."

In the above response, T2 argued that his leader unquestionably addresses issues, questions, and suggestions. He also seeks his perspective on various matters before deciding, rather than making the decision first and then asking for his opinion later. He is asked for his opinion initially, then he provides his input, and finally, a conclusion is reached.

The analysis shows the differing perceptions of open-mindedness in leaders between male and female participants. Female participants, especially P1, commended their leaders for

their courteous and non-condescending communication, emphasizing a culture that values and welcomes ideas. The leaders' open-mindedness created a supportive environment that fosters in-depth study and problem-solving, appealing to individuals inclined to overthink and strive for meaningful contributions. Conversely, male participants valued a concrete open-door policy and proactive requests for their ideas before making decisions. This allowed everyone to feel acknowledged and participate directly in decision-making, highlighting a pragmatic approach to inclusive leadership. Females seek emotionally intelligent, courteous communication that creates a safe environment for ideas. At the same time, males prefer a structured, inclusive approach to decision-making that reflects open-minded leadership valued by both genders.

V.1.3 *Sub-theme 1.3: Stimulation*

This sub-theme refers to how leaders energize their teams to think critically and creatively. When the respondents were asked questions, one of the female respondents stated,

"Yes, sometimes we come up with a solution. However, sometimes, she takes the lead and decides by herself."

In the above comment, P2 mentioned that they occasionally collaborate to find a solution. Sometimes, her leader assumes control and autonomously makes decisions. She adheres to her instructions as she is her superior. In reply to the same question, one of the male respondents said,

"He allows us to deal with our issues with our employees. So, what he does is, if we have any issues going on the donor floor with the employee, we bring that employee in, and we get to talk to him to find out how we can rectify the problem and what he likes us to do is follow the chain of command."

In the above comment, T7 stated that their leader permits them to address their concerns with their employees. He addresses difficulties on the donor floor by meeting with the employees involved to discuss solving the problem, emphasizing the need to follow the chain of command. Initially, she approached the supervisor for clarification. If the issue remains unresolved, she escalates it to the assistant manager. If the problem persists after consulting the assistant manager, she meets with him for a discussion.

The analysis uncovers the methods leaders use to encourage critical and innovative thinking in their teams, highlighting gender-related variations in perception. Female participants, such as P2, observed a combination of cooperative and independent decision-making by their leaders. They valued the leader's ability to guide while also taking command decisively when needed, demonstrating a flexible leadership style that adjusts to the demands of the circumstance. On the other hand, male responders, illustrated by T7, underlined their leader's dedication to problem-solving within a disciplined framework, such as respecting the chain of command and directly involving staff in addressing concerns. This method promotes autonomy in problem-solving and acknowledges organizational structures. It indicates that men appreciate a systematic, empowerment-focused approach that promotes independence and accountability. The findings demonstrate how leaders can encourage critical and creative thinking in different ways, with females responding well to adaptation and direct participation and males to organized autonomy and conventional resolution.

V.1.4 *Sub-theme 1.4: Innovation*

The present sub-theme focuses on a leader's role in fostering an environment that accepts and encourages innovative thinking. When the respondents were asked questions, one of the female respondents replied,

"She allows us to develop our ideas, test them, and see if they work."

In the above comment, P4 discussed that their leader empowers them to generate their ideas and then experiment with them to determine their effectiveness.

When the same question asked, response from a male respondent P6 stated,

"Yeah. He is always looking to learn new things, treatment approaches, and strategies to help our patients."

In the above comment, P6 mentioned that their leader constantly seeks new knowledge, innovative therapeutic methods, and tactics to assist their patients. Observing this behavior from the leader encourages them to adopt and comprehend the values he promotes.

The analysis revealed that both male and female participants emphasized the significance of leadership in fostering an innovative workplace, as indicated by the analysis. Female participants stressed that their leader's support for generating and trying out new ideas enabled them to explore and implement projects that adhere to rigorous criteria. Conversely, male participants valued their leader's proactive attitude in acquiring new knowledge and innovative techniques to enhance patient care. This focus on innovation from both angles demonstrates a leadership approach that prioritizes ongoing learning and flexibility, cultivating an environment where creativity is not just accepted but is considered crucial for the organization's prosperity. The shared emphasis on innovation shows a widespread admiration for leaders who promote forward-thinking and offer chances to develop and execute innovative concepts.

V.1.5 *Sub-theme 1.5: Remove Fear Factor*

This sub-theme represents the leader's ability to create a safe space for risk-taking, where employees are not afraid to challenge the status quo. When the respondents were asked questions, one of the female participants commented,

"I think at one time we may have, but I think that we have kind of resolved them, and we have shown the staff that we trust them, and they trust us."

In the above comment, P10 states that their leader may have had issues in the past, but he believes that they have overcome them and demonstrated to the workers that they trust one another. Another female participant answered the same question,

"Like what you can and cannot handle, what you can and cannot master. Moreover, no one's perfect."

In the above comment, P8 focused on her leader, who always encouraged her to enjoy what she could and acknowledge her limitations. No one is flawless, and it is necessary to anticipate a certain level of failure, regardless of personal preferences. In response, when male participants were asked the same question, one of them answered,

"Well, it is at least encouraging you to do your job. I mean, I have always done my job properly. However, I think it does help that as long as you know that she respects you and listens to you."

In the above comment, T15 argues that his leader at least motivates him to perform his duties. He has consistently performed his job duties correctly. It would be beneficial to know she showed respect and attentiveness towards him. However, due to his extensive experience in healthcare, he believes that is the reason. In reply to the same question, T7 stated,

"Yes, he does. Several of us he entrusts to run the Center for him when he has to leave and go take care of personal things or if he is out of town doing things, but the cooperation several of us he entrusted to come in and run the Center to do things, to open a Center, to make sure that donors are paid properly, to make sure complaint and everything was handled properly."

In the above response, another male participant stated that his leader delegates several individuals to manage the Center in his absence for personal matters or when he is out of town. The team ensures the smooth operation of the Center, including opening, managing finances, handling complaints, and overseeing donor payments.

The analysis shows that leaders who successfully establish a secure environment for taking risks substantially influence their teams' readiness to question the existing state of affairs. Female participants noted the significance of building mutual trust with staff and leaders to address prior issues. They also stressed the importance of recognizing one's limitations and understanding that failure is a natural part of learning. Male participants emphasized the motivational side of leadership, valuing the respect and trust given to them by their leaders, which motivated them to carry out their responsibilities efficiently. A male participant felt empowered when given essential duties in the leader's absence, demonstrating strong trust and collaboration within the team. Both male and female participants prioritize eliminating the fear component, although their viewpoints vary slightly. Females emphasize personal growth and acceptance of failure, while males highlight leadership's motivational and powerful aspects.

V.2   Theme 2: Individual Consideration

This was the highest critical category that emerged with occurrence rate of 51.56 percent.

V.2.1   *Sub-theme 2.1: Value*

The present sub-theme provides information on how leaders demonstrate an understanding of each employee's value. When the questions were asked, one of the female respondents stated,

"The value I get is that it teaches me that I see integrity. I see integrity in a leader who will be truthful with me."

In the above comment, P3 stated that specifically, the value she receives is that it demonstrates integrity to her. She values integrity in a leader who is honest, trustworthy, and whose opinions she regards as truthful. In response to the same question, another female participant argued,

"Well, you know, that it just makes you feel like, you are a team and more so than a team, we are a family."

In the above comment, while talking about the value her leader gives, she said that it just gives her the impression that she is part of the team rather than and even more so than a team; that is, that they are a family, that they are all in this together, and that they will help one another in every way that they can. When the same question was asked to male participants, T1 and T11 stated that yes, their leader gives them respect and values their work and motivation.

The analysis focuses on the perspectives of male and female participants regarding how leaders show an appreciation for the worth of each employee. Female participants concentrate on emotional and ethical factors, with one stressing the significance of integrity in a leader, appreciating honesty and trustworthiness. Another female participant emphasized the feeling of belonging, comparing the team to a family characterized by support and unity. On the other hand, male participants T1 and T11 stress the importance of their contributions being acknowledged, highlighting their leader's regard and appreciation for their work and drive. There appears to be a gender disparity in perceived worth, as women prioritize emotional and ethical traits. At the same time, men focus more on receiving respect and recognition for their professional achievements.

V.2.2   *Sub-theme 2.2: Appreciation*

This sub-theme recognizes and values the contributions of employees. When the questions for appreciation were asked from the participants, one of the female respondents argued,

"Yeah, she recognizes. Yes, she gives the employee, you know. Moreover, like, sometimes, she gives the employee gifts."

In the above comment, P2 indicates that her leader recognizes her. Occasionally, she gives gifts to the employees, including herself. Alternatively, she would cover the cost of her lunch or something similar. In response to the same question, another female participant argued,

"It makes me feel great. Moreover, whenever she recognizes my staff, it makes them feel fantastic."

In the above response, P3 states that her leader recognizes their contribution, bringing her immense joy. When she acknowledges her employees, it greatly boosts their morale. Although they may not always see her, it is reassuring that she is keenly observant of their output and attentive to their priorities. When the same question was asked of male participants, one of them argued,

"Always tell me that I did a great job. Alternatively, if I need something, if I need to do something, sometimes she will even help me out."

In the above response, T3 mentions that his leader takes care of them, and he further extended his comment by saying she consistently affirms his excellent performance. Sometimes, if he needs assistance or guidance, she is willing to help them out. She asks about several things. She said, "I trust you to do what needs to be done." In response to the question, another male respondent commented, *"She does recognize my efforts.".* From these two responses, the researcher can infer that the leader appreciates them.

The analysis indicates that leaders acknowledge and respect the efforts of their staff, with both male and female participants reporting positive experiences of feeling valued. Female participants emphasized that individual gratitude, such as receiving presents or meals, made them feel appreciated and increased their morale. They highlighted the emotional effect of recognition on themselves and their colleagues, stating that such appreciation boosts happiness and drive. Conversely, male participants emphasized verbal affirmations of their efforts and the support and guidance provided by their bosses. They valued the leader's explicit recognition of their hard work and the confidence instilled in them to complete assignments. This subject emphasizes the significance of appreciation in the workplace, demonstrating that despite the different ways it can be expressed, the impact of feeling valued and acknowledged is consistently favorable for employees.

V.2.3 *Sub-theme 2.3: Ownership*

This sub-theme pertains to leaders instilling a sense of responsibility and autonomy in their employees. When the respondents were asked the questions, one of the female respondents stated,

"By growing leaders, meaning that many times if there is an open position, a higher position than someone is currently in, if that is something that they want, we will try to hire within first before we bring someone from the outside because you want to be able to push your people."

In the above argument, P4 consistently develops leaders in this environment. Developing leaders prioritize promoting from within when a higher position is available, as it challenges employees to reach their full potential, excel, and contribute more effectively to the team without

needing to integrate a new external hire. In reply to this question, another female respondent commented,

"She allows us to make decisions without taking over."

In the above response, P4 argues that her leader always takes ownership of their employee's tasks. She further extended her argument by saying She provides employees freedom in decision-making without assuming control. She indeed lets them make decisions. In contrast, when the same questions were asked from the male participants, one of them stated,

"I have to, like, pretty much train people when they come in. I cannot think of anything else off the top of my head."

In the above response, T8 argued that he is responsible for training new employees when they arrive. In response to the same question, T2 stated,

"She gives me my space. She understands my style."

In the above response, T2 articulated that she respected his boundaries. She comprehends her manners, she supposes. He is an introvert, but it appears she is as well.

The analysis emphasizes how leaders cultivate a sense of accountability and independence in their staff, motivating them to proactively take on tasks and develop within the company. Female participants valued the focus on internal promotion as a chance for personal and professional growth. This method inspires employees to aim for high quality and guarantees consistency and commitment among the team members. Female participants appreciated decision-making autonomy, demonstrating a leadership approach built on trust that empowers them without excessive supervision. Conversely, male participants emphasized practical autonomy components, such as teaching new staff and having the freedom to operate according to their unique personality styles and preferences. Their leaders perceived the employees' feeling

of ownership towards their tasks and responsibilities as a demonstration of respect and confidence, which boosted their job satisfaction and loyalty to the Organization. The subject of ownership emphasizes the significance of a leadership style that combines direction with independence, enabling employees to cultivate a sense of control and enhance their contributions to their teams.

V.2.4 *Sub-theme 2.4: Open Communication*

This sub-theme explores the leader's commitment to transparency and dialogue to meet the requirement of open communication. When the question was asked from the participants, one of the female participants argued,

"She is usually in agreement with most of the staff."

In the above comment, P1 stated that her leader generally agrees with most staff. If she is not present, there is typically a specific cause. She consistently fosters a supportive workplace. In support of her, another female respondent argued,

"We have monthly meetings in which she reminds me of the goals we are trying to achieve."

In the above comment, P4 stated that they consistently develop one-year, three-year, and five-year plans. Monthly meetings are held where she reinforces the goals they strive to accomplish at a hospital and personal level. In contrast, to the same question, T11, a male participant argued,

"He is also finding that, so he does not withhold information. He shares information as he gets it. I think that is a fair way to put it."

In the above response, T11 argues that his leader is very outspoken, and as soon as he gets any information, he instantly shares it with them and does not hide anything. Another male participant commented,

"We have been communicating frequently with emails and phone calls to see where I am with my training. I would say she does follow up with phone calls and emails."

In the above argument, T5 says that they have regularly communicated through emails and phone conversations to monitor their progress in training. She consistently follows up with phone calls and emails.

The analysis demonstrates how leaders emphasize transparency and continuous dialogue to cultivate a culture of clear and open communication among their teams. Female participants explained how their leaders stay in sync with workers by fostering consensus and support and conducting frequent meetings to reinforce employees' common and individual objectives. This method guarantees that all individuals are concentrated on shared goals and comprehend their responsibilities in attaining these objectives. Male participants highlighted the significance of prompt information sharing and regular, direct communication methods like emails and phone calls to monitor training progress and other updates. Both male and female participants appreciate leaders who are communicative and transparent. However, they may have varied preferences in how this is demonstrated. Open communication is essential for keeping teams well-informed, united, and motivated.

V.2.5 *Sub-theme: 2.5 Trust*

This sub-theme delves into the dependability and integrity leaders establish within their teams. When the participants were asked questions about trust, one of the female participants replied,

"Oh, that. The first is she is the person to talk to them, you know, she is not like talk around, making everybody confused."

In the above comment, P2 argues that her leader is one of the people she can trust. She further extended her response by claiming he is the most direct and clear person to talk to, unlike others who may beat around the bush and cause confusion. Another female respondent argued,

"We do a good job at fostering a healthy, non-toxic environment whenever we need help from each other, for whatever thing."

In the above response, P5 argues that They want to create a healthy and non-toxic environment when seeking assistance from one another. If they can assist, they will undoubtedly make an effort. After a year here, they have not perceived any pettiness from anyone. When the same question for trust was asked form the male participants, one of them argued,

"I mean, he may just remind you of something. He knows that you know your job. Moreover, that is it."

In the above response, T11 mentions that his leader has trust in him and the team, and the leader knows how to do things on time. He knows his job well, and this is required from a leader to share his vision. When another male respondent asked the same question, he stated,

"He trusted me. Moreover, he says, "Okay, I trust you. Just send me every detail in an email, and I will take care of it."

In the above comment, T12 indicates that his leader is very much open to talk, and his leader has trust in him.

The analysis highlights the crucial importance of leaders in promoting a culture of reliability and honesty among their staff. Female participants emphasized that their leaders' straightforward communication style and dedication to fostering a positive, nurturing atmosphere

were crucial in establishing trust. They value leaders who are direct and help establish a positive work environment free of toxicity, where support is easily accessible and trivial conflicts are not present. Male participants highlighted the importance of their leaders trusting them personally and valuing the autonomy and confidence displayed by leaders who believe in their team's skills and knowledge. This trust is demonstrated by providing little monitoring, where leaders remind team members of their obligations and show confidence in their abilities to carry out tasks. Both male and female participants consider trust crucial for effective leadership, built through clear communication, support, and respect for each team member's contribution.

V.2.6 *Sub-theme 2.6: Supportive*

Being supportive is about providing help and encouragement, particularly in professional and personal development. When the participants were asked questions about their leader's supportive nature, one of the female participants stated,

"She has encouraged them to continue to explore avenues that will not only allow them to have an opportunity for promotion in our laboratory."

In the above response, P3 stated that their leader is supportive and motivated them to explore opportunities for progression inside their laboratory. The leader has also supported individuals in pursuing their other interests. Another female respondent argued,

"She knows and understands that I am a responsible professional. She has expectations she has been very clear about from the beginning. It has always felt more of a collaboration than anything else."

In the above response, P5 mentions that her leader is aware and realizes that she is a diligent professional. She has communicated her expectations from the outset. It has always

seemed more like cooperation than anything else. When the same questions were asked form the male participants, one of them said,

"He does support me whenever I have different procedures that I am coming with."

In the above response, T12 states that his leader provides support anytime they have new ideas to discuss. He ensures that employees are well-informed and aware of their responsibilities. In another response, one of the other male respondents said,

"I guess during this last evaluation, she and I were not granted something she and I agreed with, but she gave her reason for what she wrote."

In the above response, T4 argued that during the recent evaluation, his leader argued with them about her decision. However, she explained her rationale for her actions.

The analysis indicates that leaders' support and endorsement significantly impact the professional and personal growth of both male and female employees. Female participants emphasized that their leaders played a crucial role in creating opportunities for career progression and supporting their interests in the workplace. They found the supportive environment to be motivating and conducive to collaboration. They like leaders that acknowledge their professionalism and collaborate with them to achieve shared objectives. Male participants highlighted the specialized support they receive when adopting new procedures and during evaluations. They value receptiveness to new ideas and openness in decision-making processes. Both genders value the importance of support in leadership. They recognize that a helpful leader is vital for staff development and team cohesion, even when their main focus may be on direct task support and understanding decision-making processes.

V.3   Theme 3: Inspirational Motivation

V.3.1   *Sub-theme 3.1: Understanding*

This sub-theme deals with the leader's empathy and understanding of employee needs. When the respondents were asked the question about leaders' understanding and experience, one of the female respondents stated,

"But I have found that with the younger generation, that helps build their trust, helps them in their mental stability, and helps them to understand that."

In the above comment, P4 argued that her leader is very understanding, plus she added that with the younger generation, being open about fallibility as a leader has been beneficial in fostering trust, promoting mental well-being, and reinforcing the idea that despite her role, she is also an imperfect person who is willing to collaborate and learn from mistakes. In reply to the same question, another female participant commented,

"We call these motivational cards, where it is like you read and understand something positive, and everybody goes, she goes around the whole, to the whole team."

In the above comment, P7 argued that their leadership is all about motivational cards, and they are essential when individuals read and comprehend positive messages that are then shared with the entire team. When the same questions were asked from the male respondents, one of them said,

"She understands what it means to be a Tech, which makes a difference. When you have a manager who knows the role and the work required from you, there is more. What is the word?"

In the above comment, T13 indicates that his leader understands the fundamentals of being a Tech, which has a significant impact. When a manager is knowledgeable about the function and the work expected from you, there is a sense of added assurance or security. The

manager's understanding stems from their experience of the challenges they face during the day. In support of the above statement, another male participant argued,

"She was very empathetic to the fact that I was doing it by myself. She was also empathetic to the fact that I was-- I have only been here nine months. And a part of that nine months was me getting trained."

In the above comment, T1 believed that his leader was very empathetic and understanding of how long they had been on the job and appreciative of their efforts.

The analysis highlights the significance of leaders demonstrating empathy and sensitivity towards their employees' needs and conditions. Female participants highlighted the leader's responsibility in creating a supportive environment using creative methods such as motivational cards, boosting team morale, and prioritizing mental well-being, particularly for younger individuals. The team appreciates the leader's recognition of their fallibility, fostering trust and enhancing workplace unity. Male participants emphasized their leaders' technical expertise and direct experience with the necessary tasks, leading to a greater awareness of the difficulties encountered by employees. This comprehension is perceived as providing additional confidence and promoting a bond rooted in mutual respect and shared experiences. Both viewpoints demonstrate a holistic leadership strategy that integrates emotional intelligence and professional skills to support and comprehend team members successfully.

V.3.2 *Sub-theme 3.2: Direction*

This sub-theme relates to leaders' guidance to align individual efforts with organizational goals. When the respondents were asked questions about the aspect of direction as transformational leadership, one of the female respondents argued,

"Ross makes a point not only three times a year going over the goals that we have set at the beginning of the year, but every month, she holds a meeting where she rounds with me to check where I am in accomplishing those goals."

In the above comment, P3 commented that they had a visionary leader. She not only schedules a review of their goals for the year three times, but she also schedules a meeting with employees each month to check on their progress toward achieving their goals. In addition, she asked about any new issues that may have arisen during the month and how employees handled them. Contrary to this, one of the male respondents said,

"Okay, sounds good, but then there is no direction of growth or expansion anyway, and you are short on that."

In the above comment, T14 believed that as far as their leadership is concerned, there is no direction, no clear pathway for growth or expansion, and you are limited in that regard.

The analysis shows a difference in how leadership guidance is perceived. A female respondent commended her boss for diligently evaluating and communicating progress towards goals, emphasizing a reliable and encouraging method to ensure alignment with company objectives. However, a male participant expressed dissatisfaction with the lack of clear guidance and growth prospects, highlighting a deficiency in leadership in offering a path for career advancement. This comparison demonstrates the range of leadership effectiveness, where some leaders excel in providing organized advice, while others may make people feel lost and limited in their career progression.

V.3.3 *Sub-theme 3.3: Sense of Purpose*

A sense of purpose reflects the leader's role in helping employees see the value and meaning in their work. When the questions were asked from the male and female participants, one female stated,

"I would feel better doing that and making sure that we – that my successor was."

In the above response, P1 argued that she, with her leader, feels much better, and it would ensure that her successor - not that they have to follow her lead, but at least they know, be prepared to hand over specific responsibilities. Responding to the same questions, another female respondent commented, *"I love my job. It is not my life, but I love my job."* Here, P10 mentioned that she is very keen on realizing the purpose of her job. She said that although a job is not as worthy as life, she loves her job. When the same question was asked from male respondents, one of them said,

"Honestly, it is just patients. The patients are critical to me."

In the above comment, T1 mentioned that he loves his job because of the responsibility for Patients. He extended his response by arguing that his work is vital to him and that he wants to look after his patients. Another male respondent stated,

"Just helping people. When the person appreciates what you did."

In the above response, T11 stated that simply enjoyed assisting others. At this very moment, the most motivating thing is hearing praise from the individual they helped or when they see the impact you had on their lives.

The analysis shows that leaders affect how their workers feel about the significance and worth of their jobs. The female participants felt a deep sense of belonging in their positions, highlighting the importance of grooming future leaders, and deriving personal fulfillment from their work. For men, the most important aspects of their jobs are their positive effects on people's

lives, especially when it comes to assisting others or providing direct care to patients. They find joy in seeing their patients happy and appreciated. Because of the leadership's encouragement and the positive results that have resulted from their efforts. People of both sexes feel a shared sense of purpose.

V.3.4 *Sub-theme 3.4: High Expectations*

This sub-theme captures the leaders' role in setting ambitious goals and high expectations to push employees to achieve their best. When the participants were asked questions about the high expectations of leaders, one of the female participants stated,

"So, in the past year, we have achieved things that had been on the docket for about three years. So, we have had a very, very productive year."

In the above response, P5 stated that things planned for three years finally came to fruition last year. Thus, this has been an incredibly fruitful year for us. While responding to the same question, another female respondent argued,

"Like what you can and cannot handle, what you can and cannot master. Moreover, no one is perfect, and you have to have a certain expectation of failure, whether you like it or not."

In the above comment, P8 stated that her leader appreciates her capabilities and acknowledges what is beyond their abilities to control or achieve. She further extended her response by saying that no one is flawless, and it is necessary to anticipate a certain degree of failure, regardless of personal preference. When the same questions were asked form male respondents, one of them argued,

"Well, I mean, right now, I am pretty happy about just being left alone to do my job."

In the above response, T15 mentions that his leader is pretty happy about being left alone to do his job, so he is pretty happy. In reply to the same question, another male respondent stated,

"He takes notes, he comes back, and he explains, he will pull you in one-by-one and explain to you what he observed, what you need to correct, how you need to correct it, what his expectations are, and then he will have you sign it, and then he will let you know, "Hey, I am gonna be watching you again.""

In the above comment, T7 argued that his leader takes notes and then provides individual explanations of his observations, corrections needed, methods for correction, and expectations. After you sign the document, he informs you that he will monitor your progress.

The analysis shows that leaders' ambitious goals and high standards motivate staff to exceed past accomplishments and welcome challenges. Female participants considered the productivity and advancements made under these standards, acknowledging the equilibrium between pursuing perfection, and accepting failure as a natural part of development. Male participants expressed pleasure with the freedom to carry out their responsibilities independently, together with systematic guidance from leaders who offer thorough feedback and precise goals for enhancement. This theme emphasizes the significance of establishing ambitious goals to promote professional growth, responsibility, and a culture of ongoing enhancement, with leaders being essential in directing their teams toward achieving outstanding results.

V.4   Theme 4: Idealized Influence

V.4.1   *Sub-theme 4.1: Promotes Teamwork*

This sub-theme emphasizes the leader's role in encouraging collaborative efforts and unity among team members. When the questions were asked form the study participants, one of the females responded,

"I get them to do things that are team building; we have this wall in the lab that I asked them to decorate at least once a month."

In the above comment, P10 argued that her leader was a person who had the art of promoting teamwork in the organization. She further extended her response by saying that her leader organizes team-building activities, such as monthly decorating a wall in the lab. In reply to the same question, another female stated,

"Ross brings her entire team to those meetings; she wants to make sure we all hear the same information and that collectively, as a group, we come up with our processes and goals."

In the above comment, P3 stated that her leader ensures that her entire team attends the meetings to ensure uniformity in information dissemination. The aim is to collectively establish processes and goals to meet the laboratory's productivity target set by the CEO. When similar questions were asked from the male respondents, one of them narrated,

"He makes sure that we are all connected and leaves some of the important decisions to us."

The above response of T12 shows that his leader ensures that everyone should be at stake. He ensures that we are all interconnected and delegates specific crucial decisions to us. It demonstrates his trust in us. Another male participant stated,

"And also making sure that you do your very best to help other people in all types of situations that they are going through, things that people are experiencing, know that you are part of the team helping people do better, survive."

In the above response, T3 focuses on how his leaders strive to assist others in various difficulties, recognizing their role in aiding individuals to improve and endure.

The analysis emphasizes the leaders' endeavors to promote a feeling of togetherness and cooperation within their teams. Female participants described how their leaders promote teamwork through practical activities, including coordinating team-building exercises and

encouraging everyone to participate in meetings to establish common goals. The measures are intended to improve team unity and ensure all team members agree with the organizational goals. Male participants discussed how their leaders maintained team cohesion and empowered them by delegating significant choices and showing confidence in their talents. They highlighted the significance of backing each other during different obstacles, emphasizing that teamwork goes beyond professional cooperation to encompass personal assistance. This subject highlights the essential role of leadership in establishing an atmosphere that promotes and enacts collaboration through significant actions and shared duties, resulting in a more robust and supportive team dynamic.

V.4.2   *Sub-theme 4.2: Respect*

The present sub-theme entails the admiration leaders command by their actions and ethical standards. When participants were asked questions for the respect of the leaders. One of the female participants mentioned,

"As an employee, it is good to know that you have the respect of your supervisor. Moreover, in addition to that, you know that she has your back when it comes to problems with other departments."

In the above response, P3 stated that it is beneficial for an employee to be aware that their leaders respect them. Furthermore, she is a reliable ally when dealing with issues involving other departments. When we need to do challenging tasks, employees can always rely on her to overcome significant obstacles. While replying to this question, another female respondent stated,

"And she respects my opinion and does not allow others to negate what I am saying."

In the above response, P4 argued that her leader values her opinion and prevents others from invalidating her views if they disagree. When the same question was asked from the male participants, one of the respondents narrated,

"It makes me feel good. It makes me feel comfortable. It makes me feel she is a dependable person. Because I am huge on respect, and I feel if you do not respect me."

In the above response, T1 mentions that it pleases him when his leader respects him. It provides him with a sense of comfort. It gives him the impression that she is reliable. If someone does not show her respect, she finds it difficult to trust them and feels uncomfortable with them. In response to a similar question, another male respondent stated,

"It makes me feel valued. Moreover, you like going to work when you have happy people around you, supporting and encouraging and respecting you, which is the most important thing nowadays."

In the above response, T12 narrated that it gives him a sense of worth. He enjoys working when he is surrounded by happy individuals who support, encourage, and respect him, which is crucial today.

The analysis reveals a shared belief among male and female participants about the importance of gaining respect from leaders in transformational leadership. Female participants stressed the importance of receiving personal reassurance and support from leaders. They said that a leader's respect helps them address issues and ensures that they are supported and that their perspectives are respected in interactions between departments. Male participants expressed the same feeling, emphasizing the personal fulfillment and ease of being treated with respect. They link respect with feeling appreciated and experiencing happiness in their work setting among supportive and motivating colleagues. This common viewpoint emphasizes the crucial

importance of respect in establishing a favorable workplace environment where employees feel appreciated, assisted, and driven, irrespective of gender. Highlighting respect as a fundamental aspect of successful leadership demonstrates its significance in promoting trust, ease, and a feeling of inclusion within a team.

V.4.3 *Sub-theme 4.3: Clear Vision*

A clear vision focuses on the leader's ability to articulate a compelling and strategic vision for the future. When participants were asked about the clear vision, one female participant stated,

"Kendall and I communicate almost every other day. Every day, she at least comes to my office and tells me what I have going on."

In the above response, P10 argued that her leader contacted her almost daily. She visits her office daily to update her on her current activities and what their everyday activities or plans are. They attempt to resolve it collectively. In response to the same question, another female narrated,

"We have monthly meetings in which she reminds me of the goals that we are trying to achieve, not just on a hospital level, but on a personal level as well."

In the above comment, P4 mentioned that her leader has a clear vision. She further extended his argument that her leader conducts monthly meetings to reinforce the goals they are striving to accomplish, both at the hospital and personal levels. To ensure they remain focused on their established path. When the same questions were asked of the male respondents, one of them stated,

"I will say that certain things he is clear, certain things he is not clear. Moreover, I mean that what he wants done in the short-term is clear."

In the above response, T14 argued that his leader is clear about certain things but not precise about others. He means that his short-term goals are apparent, but the long-term implications are uncertain due to the various potential changes in his work field. One of the other male respondents narrated,

"It makes you want to be part of the team, makes you be part of the vision, makes the vision personal for you to ensure that is achieved."

In the above response, T5 mentioned that his leader instills a desire to join the team, aligns them with the vision, and encourages employees to take ownership of the vision to ensure its realization.

The analysis demonstrates how leaders effectively communicate and inspire a strategic vision on their teams, influencing both male and female participants. Female participants emphasized the need for regular communication with their leaders, including daily updates and monthly meetings to keep them informed about organizational and personal goals. This strategy aims to clarify each individual's role in achieving the bigger vision. Male participants observed differences in the clarity of their leader's vision. Short-term targets were well-defined, while long-term goals were occasionally unclear owing to future industry changes. Nevertheless, they acknowledged the motivational impact of belonging to a team with a distinct vision, fostering personal commitment to accomplishing common objectives. This theme highlights the significance of precise and consistent communication in leadership to promote mutual comprehension and dedication to company goals, improving team unity and individual drive.

V.4.4 *Sub-theme 4.4: Buy In*

Buy-in deals with the leader's success in securing employees' agreement and commitment to the vision and goals of the team. When the participants were asked questions, one of the

females replied, *"she discussed with me, and I give her the advice what I'm thinking, and help her make decisions, you know"* In support of this comment, another female participant argued,

"And she respects my opinion and doesn't allow others to negate what I'm saying."

In the above comments, bott P2 and P4 mentioned that their leaders value their input and opinions on decisions. They further elaborate that it makes them feel like they are part of those decisions before they are implemented. When the males were asked questions, one of them argued,

"I will say I am delighted with my job because I know I am represented, and they know *whenever* I am not around, on the average."

In the above comment, T10 shared that he is delighted with his leader, feeling represented and satisfaction from ongoing professional development. In reply to the same question, T6 stated,

"I definitely feel empowered. And I feel like I have a say in what goes on within the structure of the company."

The analysis shows that leaders' capacity to involve team members has a substantial effect on their dedication and contentment. Female participants prioritize involvement and value opportunity to share opinions prior to making decisions, whereas male participants value feeling represented, empowered and understood by their leaders. Both groups concur that good leadership involves offering an environment and channels where employee buy-in is obtained prior to making decisions that significantly impact their work. This is crucial for cultivating a culture that promotes positive and effective organizational change among employees. This results in a workforce that is not just content but also strongly dedicated to the Organization's vision and objectives.

V.5   Theme 5: Job Satisfaction

V.5.1   *Sub-theme 5.1: Growth Potential*

This sub-theme refers to the opportunities for professional advancement and skill development. When the respondents were asked questions, one female participant narrated,

"And if you just use your resources, there is much room for growth."

In the above comment, P10 believes that leaders use their resources so they can develop at a larger scale. P6 also shared a similar kind of response that leaders should think and work in a way that prioritizes and promotes development. When the same questions were asked from the male participants, one of them stated,

"Maybe adding to my current docket, I'm learning different things that I normally wouldn't learn, just because it is different from what I used to do."

In the above response, P5 narrated that he values personal growth opportunities inside the present company or identifies areas where improvements could be made.

Both male and female participants in the analysis acknowledge the significance of using resources and strategic planning for professional growth. Female participants highlighted the numerous growth opportunities that arise when leaders efficiently utilize organizational resources. Male participants recognized the opportunity for personal development in their existing organizations and advocated for a proactive strategy for advancing their careers. Both viewpoints emphasize the importance of a supportive environment in promoting skill growth and career advancement.

V.5.2   *Sub-theme 5.2: Compensation*

Compensation is about fairness and satisfaction with the financial aspects of the job. When the respondents were asked the questions, one of the female participants commented,

"They do offer tuition reimbursement to help with the cost of school."

In the above comment, P7 mentioned that they provide tuition reimbursement as a financial incentive to assist with school expenses. In response, one of the male participants pointed out,

"Compensation will be the biggest thing that would drive me away, and it is a salary increase."

In the above comment, T5 argued that the main factor that would make him leave is compensation. T2 also stated,

"*Yes, especially financially. If they raise the offer, then I stay, but if not, then I have to do what's best for my household.*"

The analysis shows that both male and female participants value the financial benefits of employment, with females preferring incentives and perks such as tuition reimbursement whereas males stress compensation in the form of salary increase for job satisfaction and retention. Both viewpoints emphasize the need for equitable and competitive pay in attracting and retaining a dedicated workforce.

V.5.3 *Sub-theme 5.3: Development*

The present theme focuses on the personal and professional growth opportunities provided by the organization. When the questions were asked from the participants, one of the female participants stated,

"She is always encouraging. She has encouraged me to train and take leadership classes."

In the above comment, P6 mentioned and further elaborated on how much she values her leader's focus on the training and development of her staff. P4 also stated,

"I'm always being challenged to learn what the person who is ahead of me is doing so that I can be better equipped if I am to take that position."

In contrast, one of the male respondents narrated,

"Yes, for professional growth and development, man, we have these health learning curriculums that we have to do periodically."

In the above comment, T11 argued that they are required to complete health learning curriculums frequently for professional growth and development. We have a set of tasks that we must complete occasionally, but the scope is not restricted to those specific criteria.

The analysis underscores the organization's commitment to fostering both personal and professional development. It reveals that female participants place a high value on the provision of training and leadership courses, whereas male participants underscore the importance of regular health education programs. Both genders express appreciation for systematically structured opportunities for advancement, highlighting a shared emphasis on continuous education and growth.

V.6 Theme 6: Turnover Intention

V.6.1 *Sub-theme 6.1: Stay*

This sub-theme explores the reasons employees may choose to remain with their current employer. In this regard, one of the female participants (P10) argued that she will not leave the organization until she retires from her job. A similar response was given by two other women (P4 and P6), who said that they were not leaving the organization. When the male participants were asked to respond to the same question, T11 argued that he would stay in the present organization for another 20 years. A similar response came from another male (T12) who said he loves his current job and will not leave.

The analysis shows a significant level of loyalty among male and female employees, as they intend to stay with their existing employers for an extended period. Women expressed a dedication to remaining in their positions until retirement. In contrast, males anticipated long tenures of up to 20 years, with both groups attributing their desire to stay to contentment and strong attachment to their work. Older participants for both genders had a higher inclination to stay however, younger generation were predominantly motivated by other factors such as proximity to work, relationship with leader and growth potential.

V.6.2 *Sub-theme 6.2: Leave*

This theme examined the factors that contribute to an employee's consideration of exiting the organization. In response to the question about leaving, majority of the male and female participants were of the view that they would not leave the organization as long as the key drivers of their satisfaction on the job such as proximity to work, flexible schedules, positive relationship with leader, growth potential, competitive compensation and autonomy remained. Most of them expressed that they were happy and satisfied at the current organization. The participants that showed inclination to leave were mainly driven by compensation.

VI CHAPTER 6: DISCUSSION

The study aimed to explore the intricate dynamic forces between leadership style, job satisfaction, and job turnover intention within the healthcare sector that are dominant in understanding and optimizing organizational effectiveness. In response to this imperative, the study delves into the relationship between Transformational Leadership, job satisfaction, and job turnover intentions among equipment operators in healthcare settings. Through a qualitative lens, this research endeavors to unravel the nuanced interplay between leadership practices, employee contentment, and propensity to leave their positions. Moreover, the study aims to elucidate how gender intricately moderates these relationships, shedding light on potential variations in experiences and perceptions across diverse demographic strata. By probing these dimensions, the research seeks not only to contribute to the scholarly discourse but also to provide practical insights for healthcare leaders and policymakers striving to enhance organizational dynamics and workforce engagement in this critical domain.

The results of this study shed light on the complex nature of leadership assistance from the perspective of employees. When it comes to intellectual stimulation, under the encouraging sub theme, participants' perspectives differed according to gender. Females placed a premium on creative and positive reinforcement, while males placed a premium on independence and taking the initiative to acknowledge good behavior. Women who were interviewed valued leaders who encouraged originality and fresh ideas by using slogans like "Be creative" and other similar expressions. They wanted a leader who could encourage and motivate them, and this strategy fits the bill. The opposite was true for the men: they admired leaders who gave them the freedom to make their own decisions and take their actions through successful delegation. Male respondents' preference for a hands-off approach reflected their confidence in their abilities and preference for independence. Because of the complex relationship between leadership style and employee

happiness, leaders must use adaptive methods that consider employees' unique preferences and needs.

This study's findings are consistent with previous research on leadership styles, some of which are embedded into transformational leadership or aligning with key components of its framework. For example, the FRLM framework. According to Bass and Avolio (1990), the FRLM provides a holistic view of leadership behaviors and their effects on organizational results; it includes transformational, transactional, and laissez-faire styles. Although there has been much research on autocratic leadership styles, those with strong central authority and little room for subordinate input, newer viewpoints highlight the value of transformational leadership in increasing employee engagement and happiness on the job (Zhang & Bartol, 2010). Sow et al. (2017) state that transformational leaders inspire and motivate their people by stimulating their intellect, promoting innovative thinking, and questioning the current quo. The results of this study highlight the importance of leaders providing support, appreciation and open communication significantly impacts employee job satisfaction and propensity to stay or leave the organization. These sub-themes fall under idealized influence which was the most critical and important to employees. This was followed by idealized influence which had the ability of the leader to promote or foster team work and respect their employees as the most critical sub-themes. These transformational leadership behaviors were essential in molding how employees perceived and felt about their workplace.

The gender inequalities in leadership choices further underscore the importance of inclusive leadership techniques that go beyond old preconceptions. Leadership styles that are more nurturing and helpful tend to encourage innovation in female employees, whereas leaders who are more assertive and decisive tend to benefit male employees according to findings from

results. These results highlight how crucial it is for leaders to be flexible and ready to adapt their leadership styles when needed to cater to all employee demographics. Adaptation is needed during time of crisis for example as an effective leader. This will help create an environment where everyone feels welcome and valued. Healthcare executives may foster an engaged, motivated, and resilient team by adopting a transformational leadership style that places an emphasis on personalized assistance or individual consideration and idealized influence.

The results of this study provide insight into how healthcare workers view the value of open-minded leadership. The subtheme of open-mindedness stresses the significance of cultivating a culture of cooperation and innovation by making the workplace a place where ideas are accepted and respected. The relevance of leaders communicating with their teams in a courteous and non-condescending manner, with an emphasis on empathy and openness to different points of view, was emphasized by the female participants. This caring attitude fostered a setting where people felt safe sharing their ideas and making significant contributions to group conversations. Leaders who pushed for in-depth study and careful evaluation of many viewpoints also contributed to the tendency of female participants to overthink and solve problems analytically.

In contrast, men who took part in the study stressed the significance of leaders actively seeking their input and maintaining a formalized open-door policy. The male participants' need for inclusion and recognition of their contributions was met by this method, which is marked by direct involvement in decision-making processes. A dedication to creating an inclusive work environment where every opinion is heard and appreciated was shown by leaders who sought input before making decisions. The preference for open and collaborative leadership styles that

value participation and shared decision-making is reflected in the pragmatic approach that male participants favor.

These results align with democratic leadership ideals, which stress the need for open communication, employee empowerment, and shared decision-making. When making crucial decisions, democratic leaders aggressively seek team members' input, respect different viewpoints, and work to achieve consensus. Employees report more happiness and dedication to their work when they can actively participate in decision-making through democratic leadership (Den Hartog, 2015). In addition, democratic leaders encourage their team members' professional growth by allowing them to learn new things and succeed in their careers (Deci et al., 2017). The study's findings support democratic leadership principles, such as the value of inclusive leadership approaches that foster teamwork and give workers a voice in the company's performance.

Overly bureaucratic leadership, on the other hand, may stifle innovation, creativity, and employee engagement due to its emphasis on rules, processes, and hierarchies. At the very top of an organization's hierarchy sits a bureaucrat who, according to Etzioni (1964), makes decisions and then communicates those judgements down to their subordinates. Bureaucratic leadership, with its inflexible structure, can cause followers to resist change and not adapt quickly enough to new situations. The results of this study, on the other hand, highlight the significance of flexible leadership approaches that value diversity of opinion, inclusion, and teamwork. Healthcare executives can provide an atmosphere where workers are appreciated, given responsibility, and inspired to give their all by adopting democratic leadership principles and cultivating an atmosphere of candor and transparency.

Finally, the results of this study show that leadership's open-mindedness influences healthcare workers' attitudes and perceptions. While men placed a premium on an organized open-door policy and proactive idea solicitation, women placed a premium on kind and welcoming leaders. These findings highlight the importance of adaptable leadership methods that accommodate different employee demographics and encourage teamwork and new ideas. Healthcare leaders can improve organizational effectiveness and patient and stakeholder outcomes by fostering a motivated and engaged staff through the adoption of democratic leadership principles and the creation of a supportive work environment.

Examining leadership dynamics in the healthcare business shows several strategies leaders use to encourage critical and innovative thinking in their workforce. Sub-theme 1.3, Stimulation, explores how leaders motivate their teams, focusing on gender-related differences. In perception. Female participants observed a combination of collaborative and independent decision-making by their leaders, valuing their capacity to provide guidance while assuming authoritative control when needed. This adaptable leadership style, as noted by participants such as P2, shows a flexible approach that responds to the requirements of the circumstance, thereby creating a supportive atmosphere that encourages valuable contributions. On the other hand, male participants highlighted their leaders' commitment to solve problems within a structured framework, focusing on following organizational hierarchies like the chain of command. This technique (highlighted by T7), encourages independence in dealing with issues and recognizes established procedures, aligning with male participants' inclination towards structured, empowerment-oriented methods that enhance self-reliance and responsibility.

The findings demonstrate the concepts of laissez-faire leadership, in which leaders take a hands-off approach, granting team members substantial latitude and autonomy in decision-

making and job performance. Laissez-faire leadership inspires individuals by allowing them to seek innovative solutions and take ownership of their jobs (Den Hartog & Belschak, 2012). The study's findings support the laissez-faire leadership style, where leaders promote critical thinking and problem-solving in their teams by allowing independent decision-making and supporting proactive issue resolution. It is essential to acknowledge that laissez-faire leadership can encourage innovation and independence. However, it can also present issues, including insufficient direction and coordination, which might affect team performance and productivity (Dumdum et al., 2002).

Conversely, transactional leadership highlights precise and organized interactions between leaders and followers, concentrating on managing performance and attaining particular objectives through incentives or penalties based on the situation (Antonakis et al., 2003). Although helpful in achieving specific goals, this approach may not naturally encourage sustained creativity and innovation. The study indicates that transactional elements, like focusing on performance management and following established protocols, can enhance other leadership styles to form a well-rounded and efficient leadership approach that meets the team's and organization's requirements.

Modern leadership styles like transformational and servant leadership provide more understanding of effective leadership methods in present-day organizations. Transformational leaders inspire and motivate people to perform better by appealing to their values and emotions (Bass & Avolio, 1994). Servant leaders focus on their followers' needs, highlighting empathy, collaboration, and ethical decision-making (Greenleaf, 1977). The modern trends highlighted in this study emphasize flexibility, teamwork, and the growth of leaders and team members. These

trends support the study's results on the significance of adaptable and inclusive leadership methods that encourage critical thinking and innovation.

Ultimately, the analysis of leadership dynamics in the healthcare sector shows leaders' various strategies to encourage critical and innovative thinking on their teams. Female participants preferred adaptive leadership styles that combine collaboration with individual decision-making, whereas male participants prioritized methodical approaches that encourage autonomy within set frameworks. The results highlight the significance of adaptable and inclusive leadership in fostering innovation, problem-solving, and organizational efficiency in healthcare environments. Healthcare leaders can effectively navigate modern organizational complexities and inspire higher levels of performance and innovation by adopting a balanced and adaptive leadership approach that combines laissez-faire, transactional, and contemporary leadership styles.

Studying how leadership influences innovation and promotes a fearless atmosphere for taking risks provides a deep understanding of modern organizational culture dynamics. The sub-theme emphasizes leaders' crucial role in motivating their teams to create and test innovative ideas. Both male and female respondents' emphasize a mutual acknowledgment of the significance of leadership in fostering an innovative work environment. Female respondents highlighted their leader's encouragement in facilitating the exploration and execution of new initiatives that adhere to high standards. Meanwhile, male respondents valued their leader's enthusiasm in acquiring and utilizing innovative tactics for patient care. This dual approach showcases a leadership style that prioritizes continuous learning and adaptability while cultivating an environment that emphasizes creativity and invention as crucial elements for the organization's success.

The responses highlighted the need to create a secure environment for employees to challenge the status quo without fear of failure as part of good leadership. Female participants emphasized the significance of mutual trust between staff and leaders and acknowledged limitations as integral to the learning process. Male participants highlighted the motivational side of leadership, valuing the respect and trust shown by their leaders, which inspires them to complete their obligations efficiently. The empowerment experienced by a male participant when given substantial tasks in the leader's absence indicates a strong level of trust and collaboration within the team.

The findings align with the principles of servant leadership, which emphasize the importance of addressing team members' needs, development, and welfare. Servant leaders demonstrate empathy, humility, and a sincere interest in the growth and achievements of their followers, fostering a caring and encouraging work atmosphere. This leadership style is defined by empowerment, support, collaboration, inclusivity, and a focus on long-term organizational success. Servant leaders prioritize their team's well-being and development, cultivating loyalty, trust, and commitment among employees, resulting in enhanced morale and productivity.

The favorable results linked with servant leadership, such as heightened job satisfaction and improved organizational performance, indicate its efficacy in many organizational settings. The effectiveness of this leadership style relies on the leader's skill in integrating servant leadership ideals into their approach. The focus on creativity and overcoming fear in the sub-themes described aligns with servant leadership ideals, suggesting that implementing this leadership style can help foster an environment conducive to innovation and risk-taking.

Ultimately, the discussion about innovation and overcoming fear emphasizes the importance of leadership in molding an organizational culture that prioritizes creativity, ongoing

education, and psychological security. Leaders who practice servant leadership characteristics, such as supporting, empowering, and trusting their team, play a crucial role in creating an environment conducive to innovation and where people are comfortable taking chances. This leadership style promotes team members' personal development and improves the organization's performance and longevity.

Studying how leadership influences organizational culture shows how leaders can create a culture that appreciates individual input, encourages transparent communication, and establishes trust within their team. Leadership's responsibility in recognizing the inherent value of each person goes beyond mere acknowledgment; it encompasses comprehending the distinct contributions, capabilities, and potential of every team member. Research on authentic leadership emphasizes the significance of leaders being sincere, self-aware, and morally grounded in their dealings with employees. Authentic leaders foster a culture of trust and respect by being transparent and exhibiting integrity. This environment helps people to be more engaged with their work and the organization (Avolio et al., 2004; Walumbwa et al., 2008). This is consistent with research indicating that employees like leaders who demonstrate honesty and support and acknowledge their contributions, whether through emotional encouragement or concrete gestures such as presents or meals.

Leadership's influence on cultivating a sense of ownership and responsibility among employees is a crucial emphasis area. Promoting autonomy and empowering individuals to make decisions can increase job satisfaction and loyalty. This method aligns with the tenets of agile leadership, focusing on adaptation, empowerment, and fostering a collaborative work atmosphere (Hoda et al., 2018). Agile leaders have faith in their team members, enabling them to

take ownership of their work. This fosters confidence and promotes a proactive approach to obstacles and opportunities.

Effective communication is crucial for establishing an organizational culture that values transparency and diversity. Influential leaders maintain open and accessible communication channels to create an environment where feedback is appreciated, and information flows easily. It is essential to link team members with organizational goals to ensure everyone is informed and engaged. Agile leadership promotes iterative and responsive communication through regular feedback loops and modifying methods based on team input (Moe et al., 2010).

Trust is a fundamental connection between a leader and an employee. Leaders who communicate, establish a friendly and non-toxic workplace, and demonstrate confidence in their colleagues' capacity to complete their duties efficiently foster a strong sense of trust. The authentic leadership paradigm emphasizes that genuine leaders who operate with integrity naturally build trust among their followers.

Leadership that is supportive and focuses on fostering professional and personal growth has a substantial impact on employee engagement and organizational effectiveness. Leaders who proactively foster growth opportunities and engage in collaborative goal setting with employees firmly commit to their team's success. This facet of leadership is crucial in both authentic and agile frameworks, emphasizing the development of individuals' potential and adjusting to their demands to produce optimal results (Leroy et al., 2012).

The findings indicate that leaders implementing authentic and agile leadership methods can significantly improve organizational culture, employee satisfaction, and overall performance. Leaders may cultivate an environment where employees are engaged, motivated, and devoted to the organization's success by appreciating individual contributions, promoting open

communication, developing trust, and supporting employee development. This can enhance innovation, agility, and competitive edge in today's fast-paced and intricate healthcare landscape.

Combining authentic and agile leadership approaches provides a strong foundation for building favorable organizational cultures. The leadership styles, which include sincerity, ethical behavior, empowerment, and a focus on continuous development, meet the expectations and needs of modern employees and help organizations survive in the difficulties of the 21st century.

The study's findings provide insight into how leadership practices can create an environment of empathy, direction, purpose, and high accomplishment in organizations, focusing on Inspirational Motivation. The observations align with well-known Situational and Transformational Leadership theories, offering a rich opportunity for comparison and discussion.

The interview respondents emphasized the importance of recognizing individual needs and the significance of empathy in leadership, which is consistent with the fundamental concepts of transformational leadership. The paradigm, outlined by Burns and expanded upon by Bass and Avolio, suggests that transformational leaders excel in identifying and fostering their followers' distinct motivations and requirements (Gan & Voon, 2021; Yücel, 2021). This relationship is clearly shown in utilizing motivating cards and recognizing leaders' imperfections, which aligns with the "Individualized Consideration" aspect of Transformational Leadership. These leaders cater to and assist each follower's requirements, recognizing their unique qualities and creating an environment where individual attention and worth are paramount.

The study's emphasis on guiding and coordinating individual actions with organizational objectives can be compared to Hersey and Blanchard's "Situational Leadership" paradigm. This approach highlights the importance of adjusting leadership styles based on the development levels of team members, which can range from directing to delegating, depending on the

circumstances (Hersey & Blanchard, 1969). The difference between employees who are provided with clear, goal-oriented guidance and those who feel a lack of direction highlights the significance of situational awareness in leadership techniques. The variation in leadership effectiveness emphasizes a crucial connection with situational leadership, where the preparedness and competency of followers determine the most suitable leadership strategy for maximum engagement and productivity.

The study examines how leaders inspire a feeling of purpose in employees, reflecting the "Inspirational Motivation" aspect of Transformational Leadership. This dimension pertains to leaders communicating a captivating vision that motivates and invigorates their followers, boosting their excitement and hope for upcoming responsibilities (Bass & Avolio, 1990). The results demonstrate how effective leadership may inspire individuals to go beyond their interests for the sake of others by giving their positions significance and purpose, leading to a strong emotional attachment to their work.

The study's results demonstrate how high expectations can inspire leadership to motivate staff to achieve outstanding results. This method is similar to the "High Expectations" philosophy of Transformational Leadership, in which leaders motivate people to surpass their perceived boundaries and help achieve common objectives. Recognizing productivity accomplishments and embracing failure as a component of the learning journey in the study reflects a leadership approach that combines ambition with a pragmatic grasp of growth and development obstacles.

Comparing these findings with Situational and Transformational Leadership principles reveals the complex nature of effective leadership. Adaptability, empathy, visionary guidance, and motivating skills are essential in creating a work environment that values, understands, and

motivates individuals to perform at their best. When analyzed using known leadership models, the findings of this study support the idea that effective leadership is not uniform, but a fluid interaction of methods customized to the requirements and situations of leaders and their followers. This synthesis emphasizes the significance of ongoing investigation and incorporating various leadership strategies to manage the intricacies of modern organizational environments.

The study's findings on the Idealized Influence theme align closely with the ideas of transformational leadership, namely focusing on developing teamwork. Encouraging teamwork and unity among team members is a crucial aspect of transformational leadership, where leaders motivate and inspire their followers to collaborate towards shared objectives (Bass & Avolio, 1990). Leaders foster a collaborative environment by organizing team-building events and encouraging active participation in meetings to establish agreed processes and objectives. This corresponds to the "Idealized Influence" aspect of transformational leadership, in which leaders behave as role models whose behavior motivates adoration, respect, and trust in their followers (Avolio et al., 2004).

The sub-theme of gaining respect from leaders highlights the significance of establishing trust and rapport within the team, an essential aspect of transformational leadership. Leaders who respect their followers' viewpoints assist during difficult times and exhibit integrity in their behavior, fostering psychological safety and mutual respect that improves team cohesion and performance (Bass & Avolio, 1990). Mutual respect and trust are essential components of transformational leadership, in which leaders and followers work together towards common goals with a shared purpose and dedication.

The sub-theme of clear vision strongly relates to inspirational motivation in transformational leadership. Leaders who effectively convey a strong vision for the future clearly

define organizational objectives, include their followers in developing that vision and motivate dedication and excitement among their teams (Bass & Avolio, 1990). Regular meetings are held to strengthen goals and clarify individual roles, fostering alignment and purpose among employees and motivating them to work towards the organization's objectives.

The sub-theme of getting employee buy-in demonstrates the transformational leader's skill in engaging and empowering their followers. Transformational leaders establish a work atmosphere that makes people feel appreciated, assisted, and committed to the organization's achievements (Bass et al., 2006). Leaders may develop a strong sense of buy-in and commitment among their teams by providing professional development opportunities, setting clear expectations, and promoting an inclusive and collaborative culture.

This study provides valuable insights into how transformational leadership principles might be applied in organizational settings. Leaders may establish an environment that inspires, motivates, and empowers workers to produce outstanding achievements by developing teamwork, earning respect, communicating a clear vision, and securing employee buy-in. The results emphasize transformational leadership's lasting importance and efficiency in promoting organizational success and cultivating a positive work environment marked by collaboration, trust, and a common goal.

The study examines the phenomenon of job satisfaction, focusing on elements that impact employees' happiness and satisfaction in their positions. Sub-themes including growth potential, salary, and development are identified as key determinants. The results align with previous research on job satisfaction, highlighting its complex character and reliance on human, organizational, and environmental elements (Chavadi et al., 2021).

The sub-theme of growth potential emphasizes the significance of professional progression opportunities and skill development in promoting job happiness. Both male and female participants stress the importance of using resources and strategic planning to foster organizational growth. This is in accordance with Locke's (1969) idea that job happiness is connected to how individuals perceive their employment meeting their values, such as providing chances for personal and professional growth.

The sub-theme of compensation emphasizes the importance of equitable and competitive salary in enhancing job satisfaction. Female participants appreciate incentives like tuition reimbursement, which help them with their educational goals and professional progress. Conversely, male participants consider income rises a crucial factor for satisfaction and retention. The relevance of fair remuneration policies in attracting and retaining a motivated and committed staff is emphasized by Gan et al. (2020).

The sub-theme of development highlights the organization's dedication to promoting personal and professional progress in its personnel. Female participants value leaders who promote training and leadership courses, acknowledging the importance of continuous education in improving job satisfaction. Male participants appreciate chances for professional growth and view health education programs as a way to enhance their skills and knowledge. The results are consistent with Locke's (1969) claim that job happiness is impacted by how individuals perceive their employment meeting their values and desires for advancement and progress.

The study highlights the significance of considering elements such as growth potential, remuneration, and development to enhance employee work satisfaction. Organizations can cultivate a supportive work environment that promotes engagement, dedication, and well-being by acknowledging and accommodating employees' particular needs and preferences. The

findings help us comprehend job satisfaction as a multifaceted and ever-changing concept influenced by several aspects such as organizational culture, leadership methods, and individual beliefs and goals (Gan et al., 2021).

The study explores the issue of turnover intention, shedding light on employees' inclination to remain with their current employer or contemplate departing from the organization. Two sub-themes arose within this theme: "stay" and "leave," indicating employees' desire to either remain or quit from their existing roles.

The sub-theme of loyalty is evident among both male and female participants, as many express their commitment to staying with their current employment for a long time. Female participants showed a high commitment to remaining in their positions until retirement, indicating a profound attachment and satisfaction with their employment. Male participants reported extended tenures of up to 20 years, attributing their decision to remain in their current positions to contentment and a real passion for their work. The results are consistent with Gan et al.'s (2021) characterization of turnover intention as a psychological response in which an employee contemplates switching to another organization in the future. This emphasizes the significance of job satisfaction and organizational commitment in reducing turnover intentions.

The sub-theme of departure explores the elements that influence employees' decision to quit the organization. Most male and female participants showed no desire to quit their existing employment due to their contentment and fulfilment, as stated in the study. Al-Ababneh (2013) and Voon et al. (2011) suggested that specific leadership styles, like transformational leadership, can enhance job satisfaction and decrease turnover intentions, highlighting the importance of job satisfaction in reducing turnover.

The literature review underscores the pivotal role of leadership style in shaping job satisfaction and turnover intentions within the healthcare sector, particularly among doctors and nurses. However, it reveals a notable gap in understanding how leadership styles impact the turnover intentions of healthcare equipment operators which is the focus of this study. This gap points to the broader need to explore how leadership styles influence turnover intentions across different categories of healthcare professionals.

This study aimed to delve into the intricate relationship between transformational leadership style, job satisfaction, and job turnover intention, with a specific focus on equipment operators within healthcare settings. The research highlights the potential mediating effect of job satisfaction between transformational leadership and turnover intentions, proposing that effective leadership bolsters job satisfaction and subsequently reduces the propensity for employees to leave.

Moreover, the investigation sought to address the underexplored impact of leadership style on the turnover intentions of equipment operators, highlighting the importance of considering gender differences and their implications for turnover intentions in the healthcare sector. By examining these dynamics, the study contributes valuable insights into how enhancing job satisfaction and organizational commitment through transformational leadership could reduce turnover intentions, ultimately fostering greater loyalty, retention, organizational performance, and employee well-being in healthcare settings, aiming to refine leadership practices and retention strategies for a more stable and effective healthcare workforce.

Below table provides a summary of leadership styles and their effective or best use scenarios.

Table of Leadership Styles and Effective use Scenarios		
Classical		
Leadership Style	**Key Characteristics**	**Best Situational Use**
Autocratic	- Leader makes decisions alone	- Crisis situations requiring quick decisions
	- Clear chain of command and top-down communication	- When clear direction is needed and time is limited
	- Fast decision-making process	- Military or emergency response settings
Democratic	- Encourages participation and input from team	- Decision-making requiring diverse viewpoints and consensus
	- Values consensus-building and collaboration	- Creating a culture of inclusivity and empowerment
	- Promotes transparency and inclusivity	- Generating innovative solutions through group brainstorming
Bureaucratic	- Emphasizes adherence to rules and procedures	- Stable and predictable environments requiring consistency
	- Hierarchical structure with clear lines of authority	- Large organizations with well-defined processes and protocols
	- Centralized decision-making	- Situations where compliance and risk mitigation are paramount
Laissez-faire	- Provides minimal guidance or direction to team	- Creative environments fostering autonomy and innovation
	- Allows team members to have autonomy	- Expert teams with specialized knowledge and skills
	- Trusts the expertise and abilities of team members	- When team members are highly self-motivated and competent
Transactional	- Rewards or punishes based on performance	- Routine tasks with clear objectives and metrics
	- Emphasizes goal achievement and accountability	- Maintaining order and discipline in hierarchical structures
	- Uses contingent rewards and corrective actions	- Situations where rules and procedures must be strictly followed
Contemporary		
Servant	- Focuses on serving the needs of the team	- Empowering and developing team members
	- Empowers and supports team members	- Building trust and fostering collaboration
	- Emphasizes empathy and listening	- Nurturing a positive organizational climate
Authentic	- Emphasizes self-awareness and integrity	- Building trust and credibility through genuine leadership
	- Values transparency and honesty in communication	- Fostering positive organizational culture and values alignment
	- Inspires trust through consistency	- Developing strong interpersonal relationships
Agile	- Emphasizes adaptability and flexibility	- Dynamic and rapidly changing environments
	- Decentralized decision-making	- Innovation-driven projects or industries requiring agility
	- Collaborative and cross-functional teams	- Responding to market disruptions and emerging opportunities
	- Focuses on rapid iteration and experimentation	- Startups or small companies seeking rapid growth and scalability
Situational	- Adapts leadership style based on situation	- Adapting to varying levels of team readiness and maturity
	- Flexibility to switch between different approaches	- Managing diverse teams with different needs and dynamics
	- Matches leadership style to the specific context	- Addressing complex and dynamic challenges
Transformational	- Inspires and motivates team members	- Periods of change or organizational transformation
	- Builds trust and rapport with team members	- Inspiring a vision for long-term goals and growth
	- Encourages innovation and continuous improvement	- Building a strong organizational culture and identity

VII CHAPTER 7: CONCLUSION

This study provides a comprehensive exploration of the dynamics between leadership style, job satisfaction, and turnover intentions in healthcare settings, focusing on equipment operators. It highlights the significant impact of transformational leadership on employee satisfaction and the propensity to leave, offering nuanced insights into how leadership practices influence healthcare workers' experiences and decisions. The research underscores the importance of adaptive leadership that caters to the diverse needs of employees, with a particular emphasis on gender differences in preferences for leadership support and motivation.

The findings reveal that leadership styles fostering intellectual stimulation, individual consideration, inspirational motivation, idealized influence, and democratic principles can significantly enhance job satisfaction and reduce turnover intentions. These leadership characteristics create an environment that values creativity, openness, autonomy, and mutual respect, contributing to a positive organizational culture that encourages professional growth, recognizes contributions, and supports teamwork.

Below table highlights the nuanced perspectives of male and female participants regarding their experiences and perceptions of leadership behavior by themes that emerged from the data. While there are distinct differences in emphasis, there are also significant similarities, especially regarding the desire for clear communication, opportunities for advancement, and factors influencing turnover intentions.

Table of Gender Disparity by Themes		
Theme/Sub-theme	**Female Participants**	**Male Participants**
Intellectual Stimulation		
Intellectual Stimulation	Positive and inventive encouragement, focus on creativity.	Autonomy and proactive recognition, preference for delegation and trust.
Open-minded	Courteous communication, emphasis on a supportive environment.	Concrete open-door policy, proactive requests for ideas before decisions.
Stimulation	Cooperative and independent decision-making by leaders.	Dedication to problem-solving within a disciplined framework.
Innovation	Support for generating and trying out new ideas.	Proactive in acquiring new knowledge and innovative techniques.
Remove Fear Factor	Building mutual trust, recognition of limitations.	Motivational aspect of leadership, empowerment in leader's absence.
Individual Consideration		
Value	Emphasis on integrity and belonging (like a family).	Recognition and respect for professional achievements.
Appreciation	Gratitude through personal gestures (gifts, meals).	Verbal affirmations and practical support.
Ownership	Focus on internal promotion and decision-making autonomy.	Practical autonomy, emphasis on teaching new staff.
Open Communication	Regular updates, focus on common goals.	Prompt information sharing, direct communication (emails, calls).
Trust	Direct communication style, positive work environment.	Trust in team's skills, minimal monitoring.
Supportive	Career progression opportunities, collaborative relationship.	Specialized support for new procedures, understanding in evaluations.
Inspirational Motivation		
Understanding	Support for mental well-being, use of motivational cards.	Appreciation for technical expertise and experience.
Direction	Regular evaluation and communication of progress.	Discontent with lack of clear guidance for growth.
Sense of Purpose	Personal fulfillment from work, grooming future leaders.	Positive impact on people's lives, especially patients.
High Expectations	Productivity and advancements under high standards.	Freedom to perform tasks independently, systematic guidance for improvement.
Idealized Influence		
Promotes Teamwork	Team-building activities, collective goal setting.	Team cohesion, empowerment through significant decisions.
Respect	Personal reassurance and support, leaders as allies.	Personal fulfillment and ease from being treated with respect.
Clear Vision	Daily updates and monthly goal reinforcement.	Defined short-term targets, desire for team involvement.
Buy In	Involvement in decision-making, value of opinions.	Feeling represented and empowered, involvement in company structure.
Job Satisfaction and Propensity to Leave or Stay		
Job Satisfaction	Opportunities for professional advancement, financial incentives like tuition reimbursement.	Importance of salary increase, personal growth opportunities.
Turnover Intention (Stay)	Dedication to staying until retirement.	Long tenures up to 20 years, strong attachment to work.
Turnover Intention (Leave)	Predominantly satisfied, considerations mostly around compensation.	Similar to females, satisfaction with current roles, considerations around compensation.

VII.1 Implications for Academia and Practice

Academic Implications: Academically, this study enriches the literature on leadership in healthcare by providing empirical evidence on the relationship between transformational leadership and job satisfaction, with an extension to turnover intentions among a less explored group: equipment operators. It also contributes to the understanding of how gender moderates the effects of leadership practices. By examining gender as a moderating variable, it offers insights into gender-specific leadership preferences and responses, suggesting avenues for further research on personalized leadership approaches. Other leadership styles and how they relate to transformational leadership are synthesized with the literature and used to explain the implication of the results. Recommendation for adaptive leadership style that incorporates transformational and other leadership styles is explained further using findings from research. A summary of gender emphasis by themes and constructs is provided in the table above.

Practical Implications: For healthcare leaders and policymakers, the findings emphasize the critical role of transformational leadership in enhancing job satisfaction and retaining staff. It

suggests that leadership training programs should incorporate elements of adaptability and inclusivity, focusing on individual consideration or personalized support and Idealized influence both of which make up 73.41% of the occurrence rate according to results. Healthcare organizations are encouraged to foster open and collaborative environments where employees feel valued and heard, which will lead to reduced turnover intentions and a more engaged, motivated workforce.

Drawing upon the insights gleaned from the research, two predominant thematic categories emerged as paramount: Individual Consideration and Idealized Influence, registering occurrence rates of 51.56% and 21.85%, respectively. The domain of Individual Consideration encapsulates themes such as supportiveness, open communication, trust, appreciation, encouragement, value recognition, and fostering a sense of ownership among employees. Conversely, Idealized Influence is characterized by themes that promote teamwork, respect, buy-in and provision of clear vision which leads to increased job satisfaction and reduced turnover intention.

These findings provide a compelling argument for the strategic training of leaders and managers within the healthcare sector to deliberately integrate these themes into their daily team management practices. Such integration is posited to augment job satisfaction levels and diminish turnover intentions among staff. A subsequent step will involve conducting a follow-up survey with employees to delve deeper into their interpretations of these key themes and to solicit suggestions for their enhancement at the grassroots level. This feedback will furnish leadership with nuanced insights for refining employee-leader dynamics throughout the organization.

Incorporating insights from gender-specific leadership preferences provided by this research into broader human resource strategies of healthcare organizations will offer substantial benefits. This approach not only aligns with enhancing employee engagement and satisfaction but also contributes to a more cohesive and supportive organizational culture, thereby reinforcing the organization's commitment to fostering a conducive work environment for all employees.

VII.2 Limitations

The study's focus on equipment operators in healthcare settings limits its generalizability to other roles and sectors. Additionally, a quantitative study wouldcomplement this qualitative study and help capture the full range of experiences and perspectives across a larger population.

The investigation into the moderating role of gender does not account for the full range of gender identities beyond the binary male and female categories, suggesting the need for more inclusive research designs in future studies.

VII.3 Future Research Directions

Future research should aim to replicate and extend this study across different sectors and with a broader range of job roles to enhance the generalizability of the findings. Quantitative studies will complement this research by providing statistical validation of the relationships studied. Additionally, exploring other potential moderators, such as age and generational differences, will offer a more comprehensive understanding of the dynamics at play. Finally, further investigation into the nuanced perceptions and experiences of non-binary and transgender employees regarding leadership styles would contribute valuable insights to the field, promoting a more inclusive and holistic understanding of workplace dynamics. The impact of gender of the leader rather than employee can be explored for any noticeable changes in the relationship between constructs under study. Also, enhancing further to look at how mixes of gender may

have differential outcomes – e.g., pairings of woman leader - woman employee; woman leader - man employee; man leader - woman employee; man leader - man employee, trans leader - woman employee, etc., will provide great insights for future studies.

APPENDICES

Component	Research Specification
Journal	Journal of Human Resource Management Journal of Human Relations
Title	Exploring the Impact of Leadership styles on Work Force Dynamics in the Healthcare Industry.
Problem Setting (P)	Organizations and leaders today face challenges related to strategically retaining critical employees. As such it is important to understand leadership styles practiced and its effect on employee turnover.
Area of Concern (A)	Leadership and Job Turn over intention
Framing (F)	F_A: Transformational Leadership (Bass, 1997) F_I: Grounded Theory (Charmaz 2014)
Methods (M)	Qualitative study using Grounded Theory approach where interviews will be conducted on equipment operators in healthcare in an open ended, semi-structured format.
RQ	What is the relationship between Transformational Leadership, job satisfaction, and job turnover intention of employees in the healthcare industry? How does gender moderate this relationship?
Contribution to body of knowledge (C)	C_P : Lessons for Managers on Leadership style impact on job turnover intention. Can aid in developing targeted human resource policies and practices that will have a positive impact on organizational outcomes C_A : A detailed empirical account that adds to the body of knowledge related to the relationship between leadership styles and job turnover of employees in the healthcare industry. How gender changes this relationship is examined

Dissertation Project Governance Interview Protocol

Greetings:

Good Afternoon "participant name" I want to thank you for agreeing to this interview. I am recording.
Do I have your permission to do this interview?
Do you have any questions before we get started?

The purpose of this interview is to explore the impact of leadership on your role.

This study seeks to explore Leadership styles, especially Transformational Leadership and how they affect Employees in the Healthcare Industry. The moderating role of gender is also examined.

Background
1. What is your job title and how long have you held this position?
2. What is your highest level of education completed?
3. What is your age and gender?
4. Does your leader encourage you to think about problems in new ways and question assumptions?
4a. How does your supervisor encourage you to think about problems?
4b Does he/she always do it the same way?
4c How does he/she deal with solutions or thoughts you provide to a problem?
5. Does your leader communicate a clear and positive vision for the future?
5a How does your supervisor communicate the vision for the future for you and your team?
5b How does knowing the vision for you and your team affect how you approach your job?
5c Does he/she always do it the same way?
5d How does he/she check to make sure you understand the team's vision?
6. Does your leader treat you with respect, support and encourage your development?

6a	How does your supervisor show that he/she respects you?
6b	How does it make you to know your leader respects you?
6c	How does your supervisor support and encourage your professional and personal development?
7.	Does your leader encourage and recognize your efforts?
7a	How does your supervisor recognize your efforts?
7b	How does the encouragement and recognition make you feel?
8.	Does your leader foster trust, involvement, and cooperation amongst team members?
8a	What does your supervisor do to foster trust, involvement, and cooperation amongst team members?
9.	How frequently do you receive positive feedback from your leader?
9b	What value do you get from your supervisor's feedback?
10.	What does your leader do to encourage you or your team members to think innovatively?
11.	How likely are you to consider leaving your organization? Not leaving unless retirement
11a	When you consider your future in the organization what do you see?
12.	How often have you thought about leaving your job? None
12a	How often have you thought about leaving your job in the last six months? none
12b	What lead to those thoughts of leaving?
13.	How satisfied do you feel with your work achievements in your current job?
14.	Would you feel happy to spend the rest of your career with your current organization?
15.	What is the likelihood you would accept an equivalent position at another company?
16.	How does the behavior of your leader impact your job satisfaction?
16a	How does your supervisor's behavior impact your job satisfaction?

16b	What does job satisfaction mean to you?
17.	In what way does your job provide you with meaning and purpose?
18.	What inspires you to work at this organization?
19.	Do you feel there is a scope for personal growth such as skill enhancement?
19a	What kind of personal growth is available for you in your current position?
19b	What kind of personal growth is available for you in your current company?
20.	Are you satisfied with your job overall?
20a	How satisfied are you with your job overall?

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VITA

Education
2021 - 2024 Georgia State University
Doctor of Business Administration

2008 - 2010 University of Kentucky
Master of Healthcare Administration

2003 - 2007 Kwame Nkrumah University of Science and Technology
Bachelor of Science in Biological Sciences

Experience

2024 - Present Foundation Health Partners
Revenue Cycle Senior Director

2022 - 2023 Northside Hospital
Director of Revenue Cycle and Patient Access
Director of Operations

2018 - 2022 Pain Management Specialists of Atlanta and Georgia Pain Management Center
Administrator, Clinic and Ambulatory Surgery Center Operations

2010 - 2018 Emory Healthcare
Manager, Revenue Cycle Operations
Business Analyst
Operations Analyst
Operations Leadership Development Program

Interests and Future Plans

My doctoral journey has refined my strategic thinking and analytical capabilities, enabling me to synthesize vast amounts of data into actionable strategies that enhance operational efficiency, improve patient outcomes, and increase financial performance. As I step into the future, my goal is to leverage these skills to innovate healthcare delivery systems, ensuring they are not only efficient but also equitable and patient-centered. I plan to mentor the next generation of healthcare leaders, sharing insights and learnings to elevate industry standards and practices.

I intend to use my doctorate to further cement my role as a thought leader in the field by contributing to scholarly and practical discussions on how to tackle pressing healthcare issues. My focus will be on optimizing healthcare revenue operations through technology and data-driven decision-making, advocating for policies that support sustainable financial models, enhance patient care quality, and foster a culture of continuous improvement in healthcare.