

THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL GROWTH IN HEALTH CARE ORGANIZATIONS

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Abstract. The purpose of this study is to reveal the importance of contemporary leadership styles by examining the transformation in the understanding of leadership in healthcare organizations and the interaction of this transformation with organizational growth. The study emphasizes that the adoption of contemporary leadership approaches is critical for the effective management of change and transformation processes in healthcare organizations. In addition, it is concluded that these leadership styles have positive effects on employee motivation, organizational interaction, service quality and patient satisfaction within the scope of their relationship with organizational growth. The findings reveal the necessity of equipping health institution leaders with contemporary leadership skills in order for organizations to adapt to changing conditions.

Keywords: Leadership styles, leadership and growth.

SƏHİYYƏ TƏŞKİLATLARINDA LİDERLİK ÜSLUBLARININ TƏŞKİLATİ İNKİŞAF TƏSİRİ

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Xülasə. Məqalədə səhiyyə təşkilatlarında liderlik anlayışındakı transformasiya və bu transformasiyanın təşkilati böyümə ilə qarşılıqlı əlaqəsi araşdırılmışdır. Qeyd olunur ki, müasir liderlik yanaşmalarının qəbulu səhiyyə təşkilatlarında dəyişiklik və transformasiya proseslərinin effektiv idarə olunması üçün çox vacibdir. Bundan əlavə, bu liderlik üslublarının təşkilati böyümə ilə əlaqəsi çərçivəsində işçilərin motivasiyası, təşkilati qarşılıqlı əlaqə, xidmət keyfiyyəti və xəstə məmnuniyyətinə müsbət təsir göstərdiyi qənaətinə gəlinir. Alınan nəticələr təşkilatların dəyişən şərtlərə uyğunlaşması üçün səhiyyə müəssisələrinin rəhbərlərinin müasir liderlik bacarıqları ilə təchiz edilməsinin zəruriliyini ortaya qoyur.

Açar sözlər: Liderlik üslubları, liderlik və inkişaf.

ВЛИЯНИЕ СТИЛЕЙ ЛИДЕРСТВА НА ОРГАНИЗАЦИОННЫЙ РОСТ В МЕДИЦИНСКИХ УЧРЕЖДЕНИЯХ

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Резюме. Целью данного исследования является выявление важности современных стилей лидерства путем изучения трансформации понимания лидерства в организациях здравоохранения и взаимодействия этой трансформации с организационным ростом. В исследовании подчеркивается, что принятие современных подходов к лидерству имеет решающее значение для эффективного управления процессами изменений и трансформации в организациях здравоохранения. Кроме того, делается вывод о том, что эти стили лидерства оказывают положительное влияние на мотивацию сотрудников, организационное взаимодействие, качество обслуживания и удовлетворенность пациентов в рамках их связи с организационным ростом. Результаты показывают необходимость оснащения руководителей учреждений здравоохранения современными навыками лидерства для того, чтобы организации могли адаптироваться к изменяющимся условиям.

Ключевые слова: Стили лидерства, лидерство и рост.

1. Introduction

Effective leadership styles in healthcare organizations play a critical role not only in ensuring operational success, but also in supporting sustainable growth and organizational development. The dynamic and often complex nature of these organizations requires leaders to adopt leadership styles that are sensitive to the needs of both employees and patients and that foster a culture of collaboration, innovation and flexibility [50].

Historically, the understanding of leadership in the health sector has largely been shaped by hierarchical and authoritarian leadership styles, which are generally based on classical management theories developed in the early 20th century. However, as healthcare organizations have become more complex due to factors such as technological developments, changes in legislation and changing expectations of patients, the need for flexible and adaptive leadership styles has increased. Paradigm shifts in leadership theories reflect the increasing importance of emotional intelligence, participatory decision-making processes and transformational leadership approaches in creating environments conducive to organizational growth.

Findings from the literature suggest that for healthcare organizations to remain competitive and sustain effective service delivery, they need to invest in continuous leadership development to adapt to the unique and rapidly changing nature of the healthcare industry. Such investment not only improves current operational performance, but also enables sustainable organizational growth to meet future challenges. As leadership evolves from traditional command-and-control approaches to more participatory and transformational models, leaders in healthcare organizations are becoming more capable of effectively managing both the complexities of clinical service delivery and the constant change inherent in the sector.

In this context, the shift to transformational and adaptive leadership styles based on agility, collaboration and innovation has become an important trend in the healthcare sector. For example, Bass' transformational leadership model emphasizes the role of leaders to inspire and motivate employees, unite them around a shared vision and create an innovative work environment [36]. In healthcare organizations, this leadership style increases employee motivation and supports alignment with organizational goals, thus contributing to the continuous development process of organizations. In contrast, transactional leadership, defined by contingent rewards and rigid procedures, can inhibit organizational growth by limiting creativity and the capacity to respond quickly to change.

Emerging leadership paradigms such as servant leadership and authentic leadership stand out as promising approaches that have the potential to increase employee engagement and improve operational outcomes in healthcare organizations. Servant leadership creates a supportive work environment that directly impacts patient care standards by prioritizing the needs of others and empowering employees [23]. Authentic leadership, defined by transparency, ethical behavior and self-awareness, is associated with higher levels of trust and

loyalty among healthcare professionals, which can translate into more positive experiences and clinical outcomes for patients [12].

Lee et al. [28] emphasize that participative leadership styles that encourage team members' contributions and collaboration are positively associated with employee engagement. In addition, leadership that communicates effectively and appreciates the contributions of employees contributes to the formation of an organizational culture that can support the professional development of healthcare professionals, reduces employee turnover rates and strengthens training processes.

The systems leadership approach adopted in healthcare organizations allows decision-making processes to be more flexible, inclusive and insightful rather than a top-down hierarchical model. This approach has particular relevance in dynamic healthcare environments characterized by rapid changes in patient demographics, technological advances and constantly evolving regulatory frameworks [7]. For example, in line with a systems leadership approach, healthcare organizations can promote effective dialogue between different stakeholders, such as medical staff, managers, patients and policy makers and make decision-making processes more inclusive. Such collaborative leadership practices not only produce quick solutions to current problems, but also contribute to the long-term sustainability of healthcare [7].

The need for increased flexibility and adaptability in leadership approaches in healthcare organizations is becoming more critical as service delivery systems become increasingly complex and data-driven decision-making processes gain importance. In this context, health leaders need to make effective use of information and technology to both cope with existing complexities and encourage their teams to embrace continuous learning and development. Leadership styles that support adaptive learning environments, such as collaborative leadership, can lead healthcare organizations to adopt reflective practices, analyze data and implement iterative innovation processes. This offers a strategic advantage for health organizations aiming for sustainable growth under ever-changing conditions [41].

2. Purpose of the study

The purpose of this study is to reveal the importance of contemporary leadership styles and their interaction with organizational growth by addressing the transformations in leadership approaches in healthcare organizations. In this context, the relationship between contemporary leadership approaches such as transformational leadership, transactional leadership, servant leadership, authentic leadership, relational leadership, collective leadership, distributed leadership, shared leadership, inclusive leadership, collaborative leadership, participative leadership, ethical leadership, strategic leadership and adaptive leadership and organizational growth is examined.

In addition, the effects of these leadership styles on health institutions and health workers were evaluated; the contribution of these effects to the delivery of health services and their role in the organizational structure in institutional growth processes were analyzed.

3. Method of the study

This study was conducted within the framework of qualitative research method. Based on a literature review, this study analyzed the applicability and effects of contemporary leadership styles such as transformational leadership, transactional leadership, servant leadership, authentic leadership, relational leadership, collective leadership, distributed leadership, shared leadership, inclusive leadership, collaborative leadership, participative leadership, ethical leadership, strategic leadership and adaptive leadership in healthcare organizations.

Through this methodology, the transformation of healthcare organizations through these leadership styles and the interaction of this transformation with organizational growth are comprehensively evaluated. In the study, national and international academic sources, current research, sectoral reports and case studies in the field of health have been examined in detail; in line with these examinations, the theoretical basis of the study has been structured by creating a framework specific to health institutions.

4. Leadership styles

Transactional Leadership

The transactional leadership style is based on the assumption that leaders can improve employee performance by adopting a systematic approach to task completion. This leadership approach ensures that employees have a clear understanding of their roles and the rewards they will receive for achieving certain goals. This clarity tends to increase adherence to organizational protocols and standards, thereby reducing error rates and improving overall performance indicators. Research suggests that transactional leadership styles can lead to higher levels of job satisfaction and productivity among healthcare workers. This is due to individuals' perception that their efforts are reciprocated through rewards and recognition [37].

The impact of the transactional leadership style on the implementation of sustainable growth strategies in healthcare organizations is profound and multidimensional. Effective team collaboration guided by this leadership approach can foster innovations aligned with sustainability goals. However, there are also challenges inherent in transactional leadership. In particular, managing complexities in team dynamics and resistance to change requires careful analysis and proactive management strategies. Overcoming such challenges is critical for healthcare organizations seeking to achieve sustainability goals. In today's healthcare environment, where organizational structures and business processes are constantly evolving, the interaction between leadership styles and sustainable growth strategies remains an important area for both research and practice.

In the context of fostering creativity and innovation in healthcare organizations, the limitations of the transactional leadership style are noteworthy. Ginter et al. [15] argue that while transactional leaders are successful in providing control and implementing directives,

they often fall short of inspiring transformative change or encouraging innovative thinking among team members. Given the ever-changing and adaptive nature of healthcare, a management approach based solely on an interactionist leadership approach can be a barrier to potential innovations and strategic advances in patient care and organizational functioning. This can lead to organizational stagnation, limiting the capacity of health institutions to respond proactively to evolving needs.

Transformational Leadership

Transformational leadership style plays an important role in fostering innovation and organizational growth in the health sector. By developing a shared vision, fostering open communication and supporting cohesion among staff, transformational leaders significantly increase the capacity of healthcare organizations to implement transformation-oriented practices and contribute to better patient outcomes. Boehm et al. [8] suggest that transformational leaders working in healthcare organizations can support innovation and positively impact organizational growth by developing an adaptive mental attitude in their teams. This adaptability improves team dynamics by facilitating open communication and collaboration and allows healthcare organizations to be more flexible and agile against external pressures.

Transformational leaders create a working environment that supports open dialog and shared decision-making among health teams. Through the development of team competencies, this leadership style fosters the creativity and innovation necessary to adapt to the ever-changing demands of healthcare [14]. Indeed, research shows that transformational leadership is closely associated with increased employee engagement and satisfaction among healthcare professionals. This directly translates into positive reflections on patient experiences and clinical outcomes [10].

Transformational leadership style has a direct impact on organizational growth in healthcare organizations, contributing to better patient outcomes and operational success by increasing employee motivation and performance. By prioritizing an inclusive and trusting work environment and promoting a shared vision, transformational leaders strategically position healthcare organizations to succeed in an increasingly complex medical care environment [37].

Servant Leadership

The servant leadership style is based on the concept of “serving others first”, where the leader prioritizes the needs and development of team members. According to Greenleaf [17], servant leaders contribute to the development of an organizational culture that encourages collaboration, empathy and trust. In healthcare organizations, servant leadership has been associated with positive employee performance because it prioritizes active listening, ethical decision-making and creating a supportive environment [46]. Research shows that healthcare organizations led by servant leaders tend to develop stronger interpersonal relationships among

employees, leading to lower turnover rates and higher patient satisfaction and engagement [27]. The servant leadership style's emphasis on community and service is particularly aligned with the core values of medical care and this leadership approach can play an important role in driving organizational growth through increased employee morale and patient-centered care. Servant leadership's emphasis on patient-centered care and the intrinsic value of team members is highly aligned with the continuous evolution of healthcare organizations. As future healthcare organizations continue to face complex threats, servant leadership principles offer an effective way to foster organizational growth and develop innovative capacities through better team dynamics and employee satisfaction [44].

The servant leadership style, which emphasizes service to others, ethical principles and commitment to personal development, has become a critical construct for healthcare organizations to effectively implement growth strategies and adapt to ever-changing threats. Focusing on the development and well-being of team members and their communities, servant leadership has become an increasingly central leadership approach for healthcare organizations in the context of the evolutionary challenges of the sector and the need for effective growth strategies. Recent studies have demonstrated the positive impact of servant leadership on team dynamics and quality of patient care, highlighting its potential to address current challenges in healthcare.

Relational Leadership

The relational leadership style has the potential to significantly influence the implementation of sustainable growth strategies through enhanced collaboration and innovation. By effectively fostering these collaborative environments, healthcare organizations are able to consider the different perspectives of team members and thus develop more robust and innovative solutions to persistent problems. However, effective decision-making processes and organizational culture need to be considered in order to fully benefit from relational leadership.

The relational leadership style presents some challenges. Due to the nature of this leadership approach, building and maintaining relationships requires considerable time and effort. Leaders in healthcare organizations are often faced with high workloads and urgent operational demands, making it difficult for them to allocate sufficient time for relationship development. Maritsa et al. [31] suggest that in more traditional and hierarchical healthcare organizations, the shift to a relational leadership style may encounter resistance. In these organizations, there are deeply rooted cultural norms that prioritize authority and control over collaboration and relationships and this can be a significant barrier for leaders trying to promote change.

Lean Leadership

Lean leadership style is based on the principle of continuous improvement, which is based on reducing waste and increasing operational efficiency. This leadership approach advocates the systematic identification and elimination of non-value-creating activities in healthcare organizations. Lean leaders promote an organizational culture that encourages active participation of staff at all levels in problem solving and decision making. Employees are recognized as stakeholders who contribute to the success of the organization, which increases a sense of ownership and commitment. Therefore, lean leadership not only aims for operational excellence, but also strengthens work motivation through the direct involvement of employees in process improvement efforts.

Focusing on efficiency and waste reduction, lean leadership aims to rationalize processes and improve value creation in healthcare organizations. Promoting a culture of continuous improvement, this leadership style prioritizes the identification and elimination of dysfunction. Through its emphasis on measurement, standardization and performance results, it supports organizational growth by improving patient outcomes and reducing operational costs [1].

System Leadership

Bigland et al. [6] state that system leaders have a high competence in integrating various aspects of patient care, from clinical treatment to social determinants of health. This integrated approach can lead to a more comprehensive understanding of patient needs, leading to more effective interventions and evidence-based practices. Furthermore, systems leadership supports innovation in patient care strategies in an era of personalized medicine and value-based care [6].

The shift to systems leadership offers important implications within the complexity of contemporary healthcare organizations. By promoting collaborative decision-making, increasing employee engagement and improving patient care outcomes, this leadership style provides a robust approach to tackling immediate and long-term threats in the healthcare sector [6]. Research shows that for healthcare organizations to move towards a more sustainable and effective future, it is essential that they adopt a systems leadership style. System leadership also plays a critical role in tackling broader public health threats. For example, the COVID-19 pandemic has required unprecedented collaboration between health, government and community organizations. Bigland et al. [6] found that organizations with systems leadership structures responded quickly to the crisis through shared resources, information exchange and the development of adaptive policies. This adaptability is critical not only for managing emerging public health threats, but also for ensuring continued resilience in the services of health organizations.

Strategic Leadership

Strategic leadership style plays a fundamental role in promoting sustainability and supporting long-term growth in healthcare organizations. Suriynkietkaew and Kungwantongpun [43] provide a global analysis of how strategic leadership not only influences immediate operational outcomes, but also shapes the deep organizational culture necessary for long-term success. The research emphasizes that strategic leadership style involves the ability of leaders to formulate a clear vision and articulate it effectively, as well as align the health organization's resources and efforts to long-term goals.

Strategic leaders play an active role in developing an inclusive and adaptive culture. By promoting values such as collaboration, innovation and resilience, these leaders ensure that employees are fully committed to the organizational mission. This cultural alignment strengthens a shared sense of belonging and purpose among employees, which is especially important in the healthcare sector where employee well-being is directly linked to patient outcomes. Suriynkietkaew and Kungwantongpun [43] argue that an adaptive culture supported by a strategic leadership style enhances the capacity of healthcare organizations to respond quickly to external environmental changes and improves their ability to innovate and grow sustainably.

Situational Leadership

The situational leadership style emphasizes the importance of adaptability, which allows leaders to tailor their style to the individual needs of their employees and the current situation [20]. This flexibility is vital in the context of healthcare organizations where challenges can vary significantly on a daily or even hourly basis. Goetsch and Davis [16] argue that situational leaders can create a more flexible workforce by effectively responding to the changing dynamics in patient care settings. By tailoring their strategies to the needs of employees, these leaders can increase engagement and staff retention, create a more fluid team dynamic and ultimately lead to more positive outcomes for patients.

The application of the situational leadership style in various healthcare organizations demonstrates the effectiveness of this approach in practice. For example, in a study conducted in a large urban hospital, leaders who adopted a situational leadership style reported much higher team cohesiveness and less conflict among staff than their counterparts who adhered to a transactional leadership style. This finding emphasizes the importance of flexibility in leadership functions, as adaptive leaders can effectively navigate the complex nature of both high-pressure situations and routine operations.

Developing health policies in times of crisis requires dynamic and rapid adaptation and innovative leadership approaches. Leaders who adopt a situational leadership style are better equipped to assess and respond effectively to the unique needs of their organizations. They take

into account the complexities of clinical and operational environments and adapt their strategies to maximize staff and patient satisfaction, which ultimately supports organizational growth [2].

Autocratic Leadership

Autocratic leadership style is defined as a more managerial approach in which leaders make unilateral decisions with limited input from subordinates. While this style of leadership facilitates quick decision-making, especially under pressure, it often inhibits innovation and can lead to reduced employee engagement [35]. In times of crisis, such as resource scarcity or the implementation of emergency protocols, autocratic leaders have the capacity to quickly address immediate needs. However, a lack of collaborative dialogue can lead to increased stress and increased risk of burnout among medical care staff, which can negatively impact long-term recovery and adaptation strategies [40].

However, autocratic leaders can also demonstrate competence in fostering collaboration between different departments in healthcare organizations. In today's interconnected healthcare environments, multidisciplinary collaboration is critical in meeting the diverse needs of patients. The autocratic leadership style supports open communication that makes team members feel appreciated and encourages them to share insights and innovations that can contribute to the organization's growth strategies [33]. By leveraging the strengths of team members, these leaders are able to create more equipped and agile organizations that can adapt to the challenges of the healthcare industry.

The autocratic leadership style enables rapid decision-making in healthcare organizations, but has negative long-term consequences such as weakened collaboration, lower employee morale and lack of innovation. Empirical findings suggest that the rigid nature of this leadership approach can negatively impact the overall functioning of healthcare teams, not only reducing job satisfaction but also negatively affecting patient outcomes.

Ethical Leadership

Ethical leadership style is critical in managing industry challenges arising from public scrutiny and ethical dilemmas such as patient confidentiality, informed consent and resource allocation. Ethics-first leaders foster an organizational culture that encourages open dialogue about these challenges, enabling the organization to respond proactively rather than reactively. This adaptive capacity is characterized by the ability to anticipate and mitigate risks while maintaining ethical standards, thus supporting the sustainability and long-term growth of the organization [4].

The importance of ethical leadership in healthcare organizations is particularly evident in the context of implementing forward-looking growth strategies. In the face of technological advances, regulatory changes and constant changes in patient expectations, managers need to meet these challenges by emphasizing ethical principles. Research shows that ethical leadership contributes significantly to fostering the culture of responsibility necessary for innovation and adaptation. This leadership style is particularly relevant in healthcare organizations where

issues are high and decisions can have critical impacts on patient outcomes and organizational reputation [22].

Ethical leadership style is not only a desirable characteristic in healthcare organizations, but also a fundamental requirement for effective leadership. Through ethical guidance, leaders foster an organizational culture based on trust and moral integrity, while ensuring sustainable growth, so that they are better equipped to deal with the various challenges facing healthcare organizations.

Authentic Leadership

Authentic leadership style, which emphasizes self-awareness and transparency, contributes significantly to the creation of an organizational culture based on ethical trust and behavior. Walumbwa et al. [47] argue that authentic leaders influence their followers and foster an environment where open communication and sincere interactions are essential. Such a culture plays a critical role in early identification and resolution of potential problems that may hinder growth by allowing health workers to voice their concerns and contribute their ideas. The authenticity of authentic leadership in healthcare organizations is central to increasing resilience and adaptive capacity to changes in the sector by aligning leadership approaches with long-term strategic vision.

Self-awareness refers to leaders' understanding of their own strengths and weaknesses and their impact on their teams. Leaders with this level of awareness have the ability to manage interpersonal dynamics within health teams more effectively.

Authentic leaders who adopt the principle of transparency share open and honest information with their teams, creating an environment where team members feel valued and included in the process [39]. In healthcare organizations where information is critical for decision-making processes and patient safety, transparent communication reduces errors and strengthens collaborative practices.

Trust plays an important role in the organizational dynamics of healthcare organizations as a fundamental element in the relationships between leaders, employees and patients. Authentic leaders specialize in fostering trust through sincere and ethical behavior. This contributes to the creation of a work environment that makes employees feel appreciated and empowered to contribute their ideas and take risks [3].

Collective Leadership

The collective leadership style fosters a culture of trust and mutual respect, where team members can freely express their views and concerns without fear of reprisal. This empowerment has been linked to increased satisfaction and motivation at work [34]. When team members feel connected and belonging to their work, they are more likely to contribute to the overall performance of the healthcare organization, which in turn supports the

development of innovation. Furthermore, aligning team goals with broader organizational goals enables a holistic approach to patient-centered care.

The effectiveness of a collective leadership style is strengthened by facilitating knowledge sharing and interdisciplinary collaboration. In healthcare organizations where different specialties come together, the sharing of expertise and ideas allows for more effective outcomes for patients and the development of innovative treatment strategies.

The collective leadership style significantly influences the way healthcare organizations adapt to new technological developments and the evolution of patient care paradigms. Traditional leadership approaches can often be burdened by bureaucratic processes, making it difficult to quickly implement necessary changes. In contrast, a collective leadership style encourages a more agile and flexible organizational structure, allowing teams to quickly integrate innovative technologies and methodologies. West et al. [49] emphasize that this adaptability is crucial in modern healthcare organizations where patient care is increasingly hierarchical and continuity of innovation is critical.

Distributed Leadership

By encouraging shared responsibility and collective decision-making among various stakeholders, the distributed leadership style facilitates rapid response to changing circumstances and supports a culture of empowerment [18]. As healthcare services increasingly rely on interdisciplinary collaboration, such as between doctors, nurses, managers and support staff, the distributed leadership style has the potential to increase innovation by leveraging different perspectives and expertise within the team.

The effects of this leadership approach, in which authority is shared among team members, are considered by Ramdas et al. [40] as critical for developing adaptive capacity in crisis situations. Distributing leadership responsibilities enables healthcare organizations to benefit from diverse experiences and perspectives, improving decision-making in uncertain times. This collaborative model enables healthcare leaders to respond dynamically and quickly to the challenges they face, contributing to the creation of a more resilient and transformational organizational structure.

Shared Leadership

Shared leadership style is an effective form of leadership characterized by collaborative decision-making processes and the distribution of leadership roles among team members. This leadership approach supports the development of an organizational culture that values diverse perspectives and democratic participation. Parker et al. [38] emphasized that there are significant positive correlations between shared leadership and team effectiveness in hospital settings, especially in the context of collaboration and interprofessional communication. The findings suggest that shared leadership style contributes to improved patient care by increasing the quality of decision-making and employee satisfaction.

Lee et al. [29] state that shared leadership can significantly improve team dynamics by democratizing decision-making processes. This leadership style facilitates the integration of diverse perspectives into clinical practice, fostering innovation and enabling more reactive care for patients. The active participation of team members in the shared leadership process not only strengthens the team's commitment to its goals, but also increases overall job satisfaction.

Shared leadership, which emphasizes distributed decision-making and collective responsibility, is particularly effective in crisis situations. By involving multiple stakeholders at different organizational levels, this leadership approach strengthens communication and enables a more comprehensive response to emergencies. During the COVID-19 crisis, the response of a healthcare organization that adopted a shared leadership style during a period of sudden patient overload is a striking example. Through collaborative decision-making processes, the organization optimized its processes and resource allocation, thereby reducing patient wait times and improving the overall quality of care [5].

Inclusive Leadership

Inclusive leadership style in healthcare organizations involves embracing different perspectives and promoting equality within organizational structures [15]. Emphasis on diversity is essential for creating a culture where the unique contributions of all team members are valued, team dynamics are strengthened and innovation is supported. Inclusive leadership supports shared decision-making by encouraging contributions from diverse stakeholders such as patients, clinicians and administrative staff. Research shows that health organizations led by inclusive leaders are more adaptable to change and have an increased capacity to innovate. This is because the coming together of different ideas allows for creative problem solving and solutions that are more responsive to patients' needs [15].

The integration of inclusive leadership strategies in healthcare organizations significantly impacts employee engagement, retention and quality of care. Borkowski and Meese [9] argue that creating an inclusive culture not only benefits individual employees, but also contributes significantly to the overall effectiveness and growth of healthcare organizations. The empowerment cycle of dedicated employees leading to positive patient care outcomes highlights the critical role of leadership in shaping the operational dynamics of healthcare organizations.

Collaborative Leadership

The collaborative leadership style fosters partnerships between healthcare providers, patients and interested parties, leading to shared decision-making and a global understanding of the multifaceted nature of healthcare delivery. Research by Hessel et al. [21] highlights the importance of collaboration, finding that healthcare organizations that prioritize teamwork and shared goals often demonstrate more innovative approaches to care processes and patient

engagement strategies. This collaboration strengthens communication and reduces the impact of silos that act as barriers to patient care and organizational coordination.

Weintraub and McKee [48] argue that a collaborative leadership style fosters a culture of openness and trust, which are critical for fostering innovation. In their analysis, they point out that when managers invite the views of various stakeholders, such as clinical staff, patients and administrative staff, there is an increase in new ideas, solutions and practices that contribute to significant improvements in healthcare. This inclusive approach creates a broader and deeper pool of knowledge about threats and opportunities to patient care, ultimately leading to more effective healthcare interventions.

The impact of collaborative leadership style goes beyond immediate organizational outcomes and positively affects the professional development and job satisfaction of healthcare workers. Research by Weintraub and McKee [48] shows that this leadership style increases job satisfaction and reduces occupational burnout rates among employees in healthcare organizations. When employees feel that their voices are heard and their contributions are recognized, they are more likely to participate in innovative practices, which both improves the quality of patient care and supports staff retention. This symbiotic relationship between employee well-being and patient outcomes highlights the importance of promoting a collaborative leadership style in healthcare organizations.

Participative Leadership

The essence of participative leadership style is to enhance the competencies of health workers by actively involving them in decision-making processes. This leadership approach encourages dialogue among team members and ensures that different perspectives are valued. Sfantou et al. [42] found that team members exhibit higher levels of job satisfaction and engagement when they feel that their contributions are appreciated. This is particularly important in the context of healthcare organizations where the complexities of patient care require deliberate and collaborative approaches. Commitment to a participative leadership style makes it possible to develop innovative solutions and achieve more positive outcomes for patients as the collective experience of the team is leveraged.

The participative leadership style ensures that employees are included in decision-making processes, ensuring that their voices are heard and valued. Research by Kim and Beehr [25] shows that participative leadership style increases a sense of ownership and responsibility among employees, leading to higher levels of engagement. In healthcare organizations where primary care workers have unique insights into operational challenges and patient care needs, this leadership style allows for the integration of employee feedback into organizational strategies.

Participative leadership style has positive effects on the outcomes of patient care by ensuring the active participation of healthcare professionals in decision-making processes. Marmot et al. [32] emphasize that healthcare organizations can foster collaborative cultures that

develop innovative solutions for patients' needs by taking into account the opinions and suggestions of staff at all levels.

Adaptive Leadership

Adaptive leadership style is becoming increasingly important in healthcare organizations characterized by rapid change and unpredictability. Heifetz and Laurie [19] argue that adaptive leaders have the ability to overcome complex threats through situational assessment and flexible responses to stakeholders' needs. Recognizing that agility is imperative in healthcare, this leadership style fosters learning and resilience among teams. Research shows that healthcare organizations that practice adaptive leadership respond more effectively to emergencies and crises, thus ensuring continuity of patient care in challenging circumstances [45]. This leadership approach allows leaders to be flexible and make real-time adjustments based on feedback and emerging evidence and is an important component of the pursuit of innovation in healthcare organizations [24].

Adaptive leadership is also critical as it requires analyzing and responding to the multifaceted impacts of policy and change arrangements in healthcare organizations. These leaders foster a resilient organizational culture that values feedback and promotes collaboration and shared decision-making. By creating a safe environment where staff feel comfortable expressing concerns and suggestions, adaptive leaders ensure that organizational practices are aligned with the evolving demands of health care organizations and enable faster responses to change [19].

As health organizations face unpredictable threats such as public health crises and technological disruptions, the adaptive leadership style is becoming increasingly important. Heifetz and Laurie [19] emphasize the critical role of adaptive leadership in mobilizing health organizations to overcome complexities and initiate change. By fostering a culture of innovation and resilience, adaptive leaders enable more agile and effective organizational responses to the challenges posed by crises such as the COVID-19 pandemic.

Evolution of leadership styles

The importance of leadership styles in healthcare organizations goes beyond traditional management approaches and plays a decisive role in modeling environments that foster innovation and growth. The interplay of various leadership styles such as transformational, transactional, collaborative, adaptive and servant leadership provides a powerful framework for enhancing organizational performance and ultimately contributes to improved quality of patient care. As healthcare is constantly evolving, the adoption of leadership approaches that support collaboration and adaptability is critical for transformative changes to take place in healthcare organizations [17].

In order to analyze the impact of leadership styles on innovation and growth in healthcare organizations, three main leadership paradigms stand out: transformational, transactional and adaptive leadership. Each leadership style has critical characteristics and influences in creating environments that foster innovation, collaboration and better outcomes for patients.

The synergy between transformational, transactional and adaptive leadership styles reveals a complex and dynamic process that healthcare leaders must follow to foster innovation and growth. Transformational leadership encourages movement toward a shared vision, while transactional leadership provides the structural foundation on which this movement takes place. Adaptive leadership, with its flexibility and agile responsiveness, is complementary in enabling healthcare organizations to adapt to current needs and practices, resulting in lasting improvements in patient care.

The role of leaders in facilitating adaptive practices is crucial in strengthening resilience in healthcare organizations. Mah'd Alloubbani et al. [30] argue that through transformational, participative and collaborative leadership styles, leaders of healthcare organizations not only anticipate change but also effectively adapt to change and create innovative environments to improve patient outcomes. In this context, Žibert and Starc's [50] study comprehensively demonstrates the critical role that adaptability in leadership plays in mitigating the challenges that arise in healthcare organizations facing rapidly changing and complex threats.

Research shows that adaptive leadership is indispensable in building a culture that supports innovation and sustainable growth. Such leaders are able to assess organizational dynamics and make real-time decisions, increasing the flexibility of their teams and responding effectively to the rapidly changing healthcare environment.

The impact of leadership on organizational growth

The dynamic interplay between leadership styles and organizational growth in healthcare organizations highlights the need for leaders to adopt multifaceted and flexible leadership approaches that prioritize the well-being of both employees and patients. To adapt to the ever-changing nature of the healthcare industry and ensure sustainable success, a deep understanding and application of effective leadership styles has become integral to creating work environments that support employee performance, foster innovation and improve the quality of patient care [51].

The literature shows that different leadership styles provide important insights into organizational growth, employee engagement and innovation in healthcare. In particular, the combination of transformational and situational leadership approaches stands out as an effective strategy to ensure active employee engagement and foster an innovative organizational culture. On the other hand, transactional, hierarchical and relational leadership styles sometimes pose a threat to long-term employee engagement and organizational agility by making adaptation processes difficult.

To overcome these threats, leadership development needs to be treated as a continuous process and there needs to be a strong commitment to consciously building an organizational culture based on flexibility, empowerment and participation. This approach recognizes the inevitability of the evolution of leadership styles appropriate to the complex and dynamic nature of health care organizations and suggests the need for innovative, inclusive and adaptive leadership models.

Replacing traditional leadership styles with modern leadership approaches in health care organizations leads to significant improvements in organizational growth and performance. In particular, empirical evidence on transformational and servant leadership styles shows that these approaches increase employee engagement, improve patient outcomes and make organizations more resilient to the threats they face. The adoption of modern leadership approaches is not only beneficial, but has now become an imperative to succeed in a rapidly changing healthcare environment [11].

The leadership style adopted has a significant impact on the growth trajectory of healthcare organizations. While transformational and servant leadership approaches show positive correlations with organizational development and innovation, the potential for traditional and transactional leadership styles to inhibit innovative processes and employee engagement remains a significant threat to healthcare organizations. For organizations struggling to adapt to the increasingly complex nature of healthcare, understanding these dynamics is critical to designing effective leadership strategies that support growth and improve patient care outcomes.

The impact of leadership styles on organizational outcomes is becoming more evident, especially in healthcare institutions where rapid changes are taking place. While the importance of flexible and adaptive leadership approaches for growth, employee engagement and innovation is increasing, transformational leadership is frequently highlighted for its ability to motivate and inspire followers towards common goals, creating positive and lasting effects on organizational performance.

Ginter et al. [15] emphasize that shared or distributed leadership plays a critical role in supporting organizational growth in healthcare organizations. The shared leadership style facilitates collaboration and collective decision-making processes that enable teams to benefit from different skills and perspectives. This collaborative environment not only strengthens relationships between staff, but also allows for the development of more holistic and comprehensive strategies for patient care. Research shows that clinical outcomes are significantly improved in healthcare organizations that adopt a distributed leadership approach.

Healthcare leaders today face the challenge of adapting to rapidly changing patient expectations in an intensely competitive marketplace. Patients now approach healthcare more consciously and demand not only efficient, but also personalized, high-quality care. These dynamics challenge health leaders to both grow their organizations and shape them through

patient-centered transformation. Collaborative and engaging participative leadership styles offer an effective approach to leverage the valuable contributions of both employees and patients in crafting growth strategies aligned with patient needs [26].

Leadership styles in healthcare organizations are one of the key elements that directly shape organizational growth and performance. By implementing strategic initiatives that foster effective leadership approaches, healthcare organizations can not only proactively respond to external threats, but also create a sustainable environment that embraces a culture of continuous improvement and excellence in patient care. Given the dynamic and complex nature of the healthcare industry, there is a growing need for comprehensive research examining the interaction between leadership styles and organizational growth [13].

5. Conclusions and recommendations

In this study, it was concluded that the adoption of contemporary leadership styles in healthcare organizations contributes significantly to the adaptation of organizations to changing conditions in a more effective and flexible manner. Traditional leadership approaches are inadequate in today's complex and multi-stakeholder healthcare environments, whereas contemporary leadership styles such as transformational leadership, transactional leadership, servant leadership, authentic leadership, relational leadership, collective leadership, distributed leadership, shared leadership, inclusive leadership, collaborative leadership, participative leadership, ethical leadership, strategic leadership and adaptive leadership are more effective.

It has been observed that these leadership styles enable employees to use their potential more effectively, increase motivation by increasing interaction among employees and relieve the burden of leaders to make decisions alone. In addition, it has been observed that these leadership approaches increase employee satisfaction and positively affect the effectiveness of organizations and organizational growth.

As a result, the necessity of adopting contemporary leadership styles for sustainable growth and success in healthcare organizations is emphasized.

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