

The Impact of Medical Managers' Leadership Behaviors On Organizational Outcomes and Growth Indicators

Selami Yildirim 

Abstract. *This study aims to examine the effects of medical managers' leadership behaviors on organizational outcomes and business growth indicators. The study analyzes transformational, transactional, and laissez-faire leadership. The study quantitatively analyzed the effects of behaviors on individual organizational outcomes such as extra effort, efficiency, and satisfaction, as well as growth indicators such as staff increase, revenue increase, and asset increase. Relationships between variables were tested using multiple regression analysis. The findings indicate that transformational leadership behaviors have strong and significant effects, particularly on individual outcomes related to employees. In this context, inspirational motivation and individual care dimensions were found to be the most decisive factors for extra effort, effectiveness, and satisfaction. In contrast, transactional leadership behaviors were found to be more effective, especially on organizational growth indicators such as personnel and revenue growth. However, laissez-faire leadership behaviors were found to have no significant effect on the variables examined. The findings reveal that leadership behaviors in healthcare organizations have varying degrees of impact on both employee performance and organizational growth; however, transformational leadership is more decisive in terms of sustainable organizational success. These findings indicate that leadership development should be considered a strategic priority in healthcare management practices. This study offers a unique contribution to the literature by examining leadership behaviors in conjunction with indicators of organizational growth.*

Keywords: *leadership, transformational leadership, healthcare management, organizational performance, medical administrators*

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Tibbi menecerlərin liderlik davranışlarının təşkilati nəticələrə və böyümə göstəricilərinə təsiri

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Xülasə. *Bu tədqiqat tibbi menecerlərin liderlik davranışlarının təşkilati nəticələrə və biznesin inkişaf göstəricilərinə təsirini araşdırmağı məqsəd qoyur. Tədqiqatda transformasional, tranzaksional və laissez-faire liderlik davranışlarının əlavə səy, effektivlik və məmnunluq kimi fərdi təşkilati nəticələrə, eləcə də işçi heyətinin artımı, gəlir artımı və aktivlərin artımı daxil olmaqla inkişaf göstəricilərinə təsiri kəmiyyət metodu ilə təhlil edilmişdir. Dəyişənlər arasındakı əlaqələr çoxsaylı reqressiya analizi vasitəsilə yoxlanılmışdır. Nəticələr göstərir ki, transformasional liderlik davranışları xüsusilə işçilərlə bağlı fərdi nəticələr üzərində güclü və əhəmiyyətli təsirə malikdir. Bu kontekstdə ilhamverici*

motivasiya və fərdi diqqət ölçülərinin əlavə say, effektivlik və məmnunluq üzərində ən müəyyənedici amillər olduğu müəyyən edilmişdir. Bunun əksinə olaraq, tranzaksional liderlik davranışlarının təşkilati inkişaf göstəriciləri, xüsusilə işçi heyətinin və gəlirin artımı üzərində daha təsirli olduğu aşkar edilmişdir. Laissez-faire liderlik davranışlarının isə araşdırılan dəyişənlər üzərində əhəmiyyətli təsirə malik olmadığı müəyyən edilmişdir. Tədqiqatın nəticələri səhiyyə müəssisələrində liderlik davranışlarının həm işçi performansına, həm də təşkilati inkişafa müxtəlif səviyyələrdə təsir göstərdiyini ortaya qoyur; bununla belə, davamlı təşkilati uğur baxımından transformasional liderliyin daha müəyyənedici olduğu qənaətinə gəlinir. Bu nəticələr səhiyyə idarəçiliyi təcrübələrində liderliyin inkişaf etdirilməsinin strateji prioritet kimi nəzərdən keçirilməli olduğunu göstərir. Bu tədqiqat liderlik davranışlarını təşkilati inkişaf göstəriciləri ilə birlikdə araşdırmaqla ədəbiyyata özünəməxsus töhfə verir.

Açar sözlər: liderlik, transformasional liderlik, səhiyyə idarəçiliyi, təşkilati performans, tibbi menecerlər

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Introduction

Healthcare organizations are complex entities operating under high uncertainty, intense competition, and constantly changing environmental factors. Therefore, the effectiveness of healthcare services depends not only on technological infrastructure or financial resources but also on the quality of leadership behaviors (Bass & Avolio, 1994; Yukl, 2013). Leadership is a fundamental management function that directs employee motivation, commitment, and performance in achieving organizational goals. Transformational leadership, in particular, is gaining increasing importance in the healthcare sector because it motivates employees by exceeding their expectations and aligning them with the organizational vision (Bass, 1985). Transformational leaders encourage employees to exert extra effort and contribute to organizational outcomes through dimensions such as inspirational motivation, individual attention, intellectual stimulation, and idealized influence (Bass & Riggio, 2006). In healthcare organizations, leadership directly impacts not only employee performance but also patient satisfaction, service quality, and organizational effectiveness (Goleman, 2000). In this context, the leadership styles of medical administrators, in particular, play a critical role in the sustainability of healthcare services.

Literature shows that the transactional leadership approach is largely based on reward-punishment mechanisms; while it may improve performance in the short term, it is limited in its ability to promote long-term organizational commitment (Judge & Piccolo, 2004). In contrast, transformational leadership stands out because it increases employees' intrinsic motivation, leading to higher organizational commitment and performance. The theoretical basis of this study includes the laissez-faire leadership approach. This leadership style is often associated with low performance and uncertainty due to its minimal intervention in decision-making processes (Skogstad et al., 2007). Therefore, examining the impact of leadership behaviors on organizational outcomes in healthcare institutions has become a critical requirement from a strategic management perspective. Recent studies have shown that leadership behaviors in the healthcare sector affect not only individual performance but also macro-level outcomes such as organizational growth, revenue increase, and service capacity (West et al., 2014). Consequently, a multidimensional assessment of leadership styles makes a significant contribution to the healthcare management literature.

This study empirically examines the impact of medical administrators' leadership behaviors on organizational outcomes. Leadership has long been considered a key determinant of both individual performance and organizational effectiveness in the organizational behavior literature. In this context, the transformational leadership approach, in particular, has become a subject of extensive research due to its impact on increasing employee motivation, commitment, and performance (Bass, 1985; Bass & Riggio, 2006). Transformational leadership is an approach that guides employees not only to perform their duties but also to achieve higher performance aligned with the organizational vision.

Bass and Avolio (1994) and Avolio et al. (1999) demonstrated that transformational leadership has both direct and indirect effects on organizational performance (Avolio et al., 1999). This leadership style consists of four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual attention. It is noted that the inspirational motivation dimension, in particular, plays a significant role in employees' willingness to exert extra effort (Podsakoff et al., 1990). One of the most important components of transformational leadership, individual attention, refers to meeting employees' needs and supporting their development. Yukl (2013) emphasizes that individual attention contributes to long-term organizational success by improving employees' competencies. Similarly, the intellectual stimulation dimension increases creativity within the organization by encouraging employees to think innovatively.

Burns (1978) defines transformational leadership as an ethical and visionary process, emphasizing the mutually transformative relationship between the leader and the followers. This approach implies that the leader assumes not only a guiding role but also a role in supporting the development of employees. On the other hand, transactional leadership exhibits a structure largely based on reward and punishment mechanisms. Judge and Piccolo (2004) state that transactional leadership can provide short-term performance improvements, but is limited in terms of sustainable motivation and organizational commitment. This leadership style aims to manage employee performance through control and rewards. The importance of leadership behaviors is even more pronounced in the healthcare sector. Wong and Cummings (2007) demonstrated that transformational leadership in healthcare organizations improves both employee satisfaction and the quality of patient care. Similarly, Goleman et al. (2002) noted that leadership based on emotional intelligence has significant effects on team cohesion and performance in healthcare.

Kouzes and Posner (2017) emphasize that effective leadership is associated with the ability to build trust, develop a shared vision, and engage employees in the process. In this context, leadership is seen not only as a management function but also as a strategic organizational capacity. However, in the literature, the laissez-faire leadership approach is generally associated with negative outcomes. In this leadership style, the leader's minimal intervention can lead to role ambiguity and poor performance (Skogstad et al., 2007). Therefore, the effectiveness of this leadership style in healthcare organizations is considered limited. Porter (1985) emphasizes the importance of leadership in the implementation of competitive strategies, while Tichy and Devanna (1986) define transformational leadership as the fundamental driving force of organizational change. On the other hand, Schein (2010) states that leadership is a decisive factor in the formation of organizational culture. Yukl and Van Fleet (1992) state that leadership behaviors exhibit a multidimensional structure and have different effects on various organizational outcomes. This underscores the importance of multivariate analyses in leadership research.

In conclusion, the literature shows that transformational leadership has strong effects on employee performance, organizational effectiveness, patient satisfaction, and innovation, especially in the healthcare sector. While transactional leadership tends to produce short-term results, laissez-faire leadership is often associated with negative organizational outcomes. Therefore, addressing leadership behaviors in a multidimensional way within healthcare organizations is considered a critical requirement for organizational success.

Theoretical Framework

3.1 The Concept of Leadership

Leadership is defined as the process of directing, motivating, and mobilizing individuals toward common goals to achieve organizational objectives (Burns, 1978). In this sense, leadership is seen not only as an authority-based management function but also as a process of interpersonal interaction and meaning-making. Modern leadership approaches view leadership as a dynamic process central to organizational behavior, explaining a leader's influence over employees through their capacity for transformation, motivation, and vision creation (Bass, 1985; Northouse, 2021).

3.2 Transformational Leadership

Transformational leadership is a leadership approach that aims to achieve organizational goals by increasing employee motivation (Bass & Avolio, 1994). This model consists of dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individual attention (Bass & Riggio, 2006). Numerous studies have shown that transformational leadership in the healthcare sector has significant impacts on patient safety, employee satisfaction, and organizational commitment (Wong et al., 2013; Boamah et al., 2018). Furthermore, it has been noted that transformational leaders enhance the resilience of healthcare systems during times of crisis (Hargett et al., 2017; Cummings et al., 2018).

3.3 Transactional Leadership

Transactional leadership is a leadership approach based on reward-punishment mechanisms (Bass, 1990). While this leadership style is effective in terms of short-term performance control, it has limited effects on long-term motivation (Judge & Piccolo, 2004). In healthcare organizations, transactional leadership is primarily used in managing operational processes and maintaining standards (Giltinane, 2013). However, it is also noted that overly controlling transactional approaches can increase employee burnout (Laschinger et al., 2013).

3.4 Laissez-Faire Leadership

Laissez-faire leadership is a passive leadership style in which the leader intervenes minimally in decision-making processes (Bass & Avolio, 1994). This leadership approach has been associated with low performance, low job satisfaction, and weak organizational commitment in most studies (Judge & Piccolo, 2004; Skogstad et al., 2007). In the healthcare sector, laissez-faire leadership is considered a factor that negatively impacts patient safety, especially in high-risk environments (Aarons et al., 2014).

3.5 Leadership in the Healthcare Sector

Leadership is defined as the process of directing individuals toward common goals and plays a critical role in healthcare organizations in terms of service quality, patient safety, and employee performance (Northouse, 2021; Yukl, 2013). In the healthcare sector, leadership is not only a management function but also a strategic element that shapes organizational culture (Giltinane, 2013). Due to their complex structures, healthcare organizations must adapt to constantly changing environmental conditions. Therefore, leadership is considered a key determinant in enhancing organizational effectiveness (Boamah et al., 2018; Figueroa et al., 2019). In particular, leadership behaviors in nursing and medical management directly affect employee commitment and patient outcomes (Wong & Cummings, 2007).

Research Objective

The main objective of this study is to examine the effects of leadership behaviors of medical managers on organizational outcomes using a holistic approach. In this context, the study investigates transformational leadership, transactional leadership, and laissez-faire leadership behaviors.

- the effects of extra effort on organizational outcomes such as efficiency and satisfaction;
- and their relationships with growth indicators representing business performance, such as employee numbers, revenue, and asset increases.

In this context, the research aims to evaluate not only the behavioral consequences of different leadership styles among medical administrators at the individual and organizational levels, but also their potential impact on the growth performance of the institutions.

4.1 Research Hypotheses

Based on the theoretical framework and previous empirical findings, this study tested the following hypotheses. These hypotheses were formulated to examine the effects of transformational, transactional, and laissez-faire leadership behaviors on both employee-related organizational outcomes and business growth indicators.

H1: Transformational leadership behaviors have a statistically significant positive effect on extra effort.

H2: Transformational leadership behaviors have a statistically significant positive effect on perceived effectiveness.

H3: Transformational leadership behaviors have a statistically significant positive effect on job satisfaction.

H4: Transactional leadership behaviors have a statistically significant effect on employee growth.

H5: Transactional leadership behaviors have a statistically significant effect on revenue growth.

H6: Leadership behaviors have a statistically significant effect on asset growth.

H7: Laissez-faire leadership behaviors have a statistically significant negative or unsupportive effect on organizational outcomes and growth indicators.

Methods

This study is a quantitative research conducted to examine the effects of medical managers' leadership behaviors on organizational outcomes. A correlational survey model was used in the study, and the relationships between variables were tested using multiple regression analysis. This approach allows for the evaluation of the effects of independent variables on dependent variables within the same model (Field, 2013).

Sampling and Data Collection

The study sample consisted of a total of 148 medical device managers working in Ankara. Data were collected using the Multifactor Leadership Questionnaire (MLQ 5X Short Form) developed by Bass and Avolio (1995) to measure leadership behaviors. This scale evaluates leadership behaviors across three core dimensions: transformational, transactional, and laissez-faire leadership. The scale consists of 45 items, and participants respond to each statement using a 5-point Likert scale ranging from 0 (never) to 4 (always). In addition, the data collection tool includes questions about variables such as gender and seniority to determine the demographic characteristics of the participants.

Sampling Method and Participant Profile

The research population consisted of managers working in medical device companies and related healthcare organizations operating in Ankara. The sample included 148 medical managers with management responsibility and experience in organizational decision-making processes. Participants were selected using a non-probability purposive sampling method, as the study specifically targeted managers with direct knowledge of leadership practices and organizational outcomes in the medical device sector. Medical device manufacturers, distributors, and importers were included in the study.

Table 1
Demographic Characteristics of Medical Device Managers

Variable	Category	N	%
Gender	Woman	25	16.90
	Male	123	83.10
Age	Under 25	7	4.70
	20-29	12	8.10
	30-34	25	16.90
	35-39	36	24.30
	40-44	31	20.90
	45-49	25	16.90
	50 and over	12	8.10
Service Period	1-5 years	19	12.80
	6-10 years	68	45.90
	11-15 years old	36	24.30
	16 years and older	25	16.90

Table 1 presents the demographic characteristics of the 148 medical device managers who participated in the study. Examining the gender distribution, it is seen that the vast majority of participants are male. Male participants constitute 83.10% of the total sample, while female participants make up 16.90%. This indicates that the research sample has a predominantly male gender structure. When evaluated in terms of age, it is observed that medical device managers are most concentrated in the 35-39 age range. Participants in this age group constitute 24.30% of the total sample. This is followed by the 40-44 age group with 20.90%. Furthermore, the 30-34 and 45-49 age groups are each represented at 16.90%. These findings indicate that the research sample consists predominantly of middle-aged individuals. In contrast, the proportion of participants under 25 years of age is quite low at 4.70%.

When examined in terms of length of service, it was determined that the largest proportion of medical device managers had 6-10 years of professional experience. The 68 participants in this group constituted 45.90% of the total sample. This was followed by participants with 11-15 years of service at 24.30%. Furthermore, the proportion of participants with 16 years or more of experience was 16.90%, while the proportion of participants with 1-5 years of experience was 12.80%. These results reveal that the sample consists largely of individuals with significant professional experience. Overall, the research sample can be described as predominantly male, mostly middle-aged medical device managers with over six years of experience. This demographic structure suggests that the study findings may reflect the views of experienced and middle-aged male participants more accurately. Therefore, the imbalance in gender distribution and the experience level of the sample should be considered when interpreting the research results.

Variables

The independent variables of the study are the dimensions of leadership behavior. In this context:

- Transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual attention),
- Transactional leadership (contingent reward, active management-by-exception, and passive management-by-exception),
- Laissez-faire leadership

It has been analyzed.

The dependent variables of the study were examined under two main groups:

- Organizational outcomes at the individual level: Extra effort, efficiency, and satisfaction.
- Organizational growth indicators: Increase in personnel, increase in revenue, and increase in assets.

Through this framework, the effects of leadership behaviors on both employee performance and organizational growth have been evaluated using a holistic approach.

Data Analysis

Multiple regression was used to analyze the research data. This method allows testing the effects of multiple independent variables on dependent variables within the same model (Hair et al., 2010). In the analysis process, the overall significance of the model was evaluated using the F-test, while the individual effects of the independent variables were examined using t-tests. Furthermore, the coefficient of determination (R^2) was considered when determining the explanatory power of the model. Through the models developed within this context, the relative effects of transformational, transactional, and laissez-faire leadership behaviors on organizational outcomes have been analyzed comparatively.

Reliability and Validity

The Multifactor Leadership Questionnaire (MLQ 5X Short Form) used in this study is a widely used and validated scale for assessing leadership behaviors (Bass & Avolio, 1995). Reliability analyses of the subscales were evaluated using the Cronbach's Alpha coefficient. The analysis results showed that both the overall scale and its subscales had Cronbach's Alpha values above acceptable thresholds ($\alpha > 0.70$). These findings indicate that the measurement instrument used is reliable in terms of internal consistency. Furthermore, the scale's construct validity is supported by previous studies in the literature, which strengthens the validity of the research findings.

Ethical Considerations

This study was conducted in accordance with the principles of scientific research and publication ethics. Participants were informed about the purpose of the study during the data collection process, and voluntary participation was prioritized. Data obtained from participants were evaluated anonymously, and confidentiality was observed. Throughout the research process, no situation arose that would harm the interests of any individual or institution; the data was used solely for scientific purposes.

Findings

This section presents the findings of a regression analysis of the effects of medical managers' leadership behaviors on organizational outcomes. Transformational leadership, transactional leadership, and laissez-faire leadership were considered as independent variables in the analysis. Dependent variables were defined as extra effort, effectiveness, satisfaction, and business growth indicators (staff growth, revenue growth, and asset growth). These results are presented in Tables 2 and 3 below.

Table 2
Multiple Regression Analysis Model Summaries

Dependent variable	F	p	R ²	Adjusted R ²	Model result
Extra effort	13,583	<0.001	0.515	Unspecified	The model is meaningful.
Effectiveness	14,608	<0.001	0.533	Unspecified	The model is meaningful.
Satisfaction	7,049	<0.001	0.356	Unspecified	The model is meaningful.
Increase in the number of staff	2,015	<0.05	0.137	Unspecified	The model is meaningful.
Increase in business revenues	4,644	<0.05	0.265	Unspecified	The model is meaningful.
Increase in business assets	-	>0.05	-	-	There is no significant effect in the model.

Table 3
Significant Predictor Variables in Regression Analyses

Dependent variable	Significant independent variable	B	SH	β	t	p	Comment
Extra effort	Inspirational motivation	0.542	0.130	0.500	4,160	0.000	Positive and significant impact.
Effectiveness	Idealized cause-and-effect	0.347	0.119	0.295	2,918	0.004	Positive and significant impact.
Effectiveness	Inspirational motivation	0.413	0.124	0.391	3,320	0.001	Positive and significant impact.
Effectiveness	Individual attention	0.227	0.111	0.189	2,041	0.044	Positive and significant impact.
Satisfaction	Inspirational motivation	0.428	0.142	0.417	3,013	0.003	Positive and significant impact.
Satisfaction	Individual attention	0.314	0.127	0.270	2,478	0.015	Positive and significant impact.
Increase in the number of staff	Active management-by-exception	-0.528	0.183	-0.276	-2,877	0.005	Negative and significant impact
Increase in business revenues	Active management-by-exception	0.457	0.125	0.322	3,649	0.000	Positive and significant impact.

Dependent variable	Significant independent variable	B	SH	β	t	p	Comment
Increase in business revenues	Passive management-by-exception	-0.457	0.153	-0.352	-2,991	0.003	Negative and significant impact.
Increase in business assets	There are no significant variables.	—	—	—	—	>0.05	Leadership behaviors had no significant effect.

6.1 Extra Effort

Regression analysis performed on the extra effort variable revealed that only the inspirational motivation dimension had a statistically significant effect ($p < 0.001$). The explanatory power of the model was calculated as $R^2 = 51.5\%$. This finding indicates that transformational leadership, particularly its inspirational motivation dimension, plays a decisive role in encouraging employees to exert extra effort beyond their normal job descriptions. In contrast, transactional leadership and laissez-faire leadership dimensions were not found to have a significant effect on extra effort.

6.2 Effectiveness

The regression analysis results for the effectiveness variable revealed that transformational leadership dimensions such as idealized influence-behavior, inspirational motivation, and individual attention exhibited significant effects. The explanatory power of the model was calculated as $R^2 = 53.3\%$. These results show that employees' perception of organizational effectiveness is directly related to the leader's role model behavior, their ability to motivate employees, and the importance they place on employees' individual development. Transactional leadership or laissez-faire leadership variables did not have a statistically significant effect on effectiveness.

6.3 Job Satisfaction

Analyses of the job satisfaction variable revealed that the dimensions of inspirational motivation and individual care had significant effects. The explanatory power of the model was calculated as $R^2 = 35.6\%$. These findings reveal that employee satisfaction is particularly related to the leader's motivational approach and the individual attention the leader shows to employees. In contrast, transactional leadership and laissez-faire leadership behaviors were not found to have a significant effect on satisfaction.

6.4 Growth Indicators

Analysis of business growth indicators reveals that the effects of leadership dimensions vary.

- Only the “active management-by-exception” (transactional leadership) dimension was found to have a significant impact on workforce growth. This result indicates that an active management approach, which relies more on performance control, is associated with organizational expansion processes. The “laissez-faire leadership” and “transformational leadership” dimensions were found to be insignificant.
- However, in terms of revenue growth, both active management-by-exception and passive management-by-exception dimensions were found to have significant effects. This finding () indicates that transactional leadership is particularly decisive in terms of financial performance indicators. Laissez-faire leadership was not found to have a significant effect on this variable.

- Regarding the asset growth variable, it was found that none of the dimensions of transformational leadership, transactional leadership, or laissez-faire leadership had a statistically significant effect.

6.5 Overall Assessment

Overall, the findings indicate that transformational leadership behaviors have a stronger impact, particularly on employees' individual and motivational outcomes (extra effort, effectiveness, satisfaction). In contrast, transactional leadership behaviors were found to be more effective on organizational growth indicators (especially personnel and revenue increases), while laissez-faire leadership behaviors showed no significant effect on any dependent variable.

Discussion

This study examines the effects of medical administrators' leadership behaviors on employee outcomes (extra effort, effectiveness, and satisfaction) and organizational growth indicators (increases in staff, revenue, and assets). The findings reveal strong and significant relationships, particularly between transformational leadership dimensions and employee outcomes. These results are largely consistent with classical and contemporary studies in the leadership literature (Bass, 1985; Bass & Avolio, 1994; Judge & Piccolo, 2004).

Transformational Leadership and Employee Outcomes

According to the research findings, only the inspirational motivation dimension has a significant effect on extra effort. This finding supports the view put forward by Bass and Riggio (2006), that inspirational behavior, a key component of transformational leadership, facilitates extra effort by increasing employees' intrinsic motivation. Similarly, Podsakoff et al. (1990) emphasize that inspirational leadership behaviors play a critical role in helping employees develop voluntary commitment to organizational goals. Furthermore, Bass and Avolio (1994) state that transformational leadership enhances employee performance, particularly through “meaning creation” and “vision communication.” In this context, medical managers setting clear, understandable, and motivating goals can be considered a fundamental mechanism explaining why healthcare professionals exert extra effort.

Effects on the Event

The finding that idealized influence-behavior, inspirational motivation, and individual attention have significant effects on the effectiveness variable is consistent with findings in the literature. Bass and Avolio (1994) state that transformational leadership creates performance improvements, especially by helping employees internalize organizational goals. Furthermore, Northouse (2021) emphasizes that individual attention is one of the most important leadership behaviors that enhances organizational effectiveness by supporting employee development. Studies, particularly in the healthcare sector, support these findings. Cummings et al. (2018) demonstrated that transformational leadership in nursing and health management has positive effects on patient outcomes and employee performance. Similarly, Aiken et al. (2008) state that the quality of leadership in healthcare organizations is directly related to the quality and effectiveness of services (Aiken et al., 2008).

Job Satisfaction and Leadership Behaviors

According to the research results, employee satisfaction is significantly influenced by inspiring motivation and individual attention. This finding is consistent with Herzberg's two-factor theory and the literature on job satisfaction. According to Herzberg, one of the most important factors that increases employee satisfaction is the manager's supportive and development-oriented behavior.

Goleman (1998) states that in leadership approaches based on emotional intelligence, supporting employees individually increases organizational commitment and job satisfaction. Similarly, McAlearney (2006) emphasizes that individual support and mentoring approaches play a critical role in employee commitment and satisfaction in healthcare organizations.

Transactional Leadership and Limited Effects

The study revealed that the dimensions of transactional leadership (particularly contingent reward and management-by-exception) have limited effects on most variables. This finding is consistent with the classic distinction made by Bass (1985). According to Bass, transactional leadership relies more on short-term performance control and reward-punishment mechanisms, while transformational leadership promotes more sustainable behavioral change. Yukl (2013) also notes that transactional leadership is particularly effective in routine tasks, but has limited effects on innovation, commitment, and long-term performance. This is logical given the nature of the healthcare sector, which involves high uncertainty and complexity.

Organizational Growth Indicators

The study revealed that certain dimensions of transactional leadership have significant effects on employee growth and revenue increase. Specifically, the influence of active management-by-exception behavior on these two variables suggests that control-oriented leadership behaviors may have short-term effects on operational growth. Mintzberg (1973) notes that management control mechanisms in organizations can support structural expansion, especially during periods of growth. However, the fact that no single leadership behavior has a significant impact on asset growth suggests that growth is not always directly related to leadership behavior, and that financial and environmental factors may be more decisive. A broader interpretation of the asset growth finding is important. Asset growth is generally a long-term and capital-intensive indicator and may depend more on external financing conditions, investment decisions, market demand, regulatory processes, technology acquisition, and corporate ownership structure than on the immediate leadership behavior of managers. Therefore, the absence of a statistically significant leadership effect on asset growth should not be interpreted as leadership being unrelated to organizational development. Rather, it suggests that leadership can indirectly influence asset growth over a longer period through employee performance, service quality, revenue generation, and strategic decision-making. Since the current study is cross-sectional, it may not fully capture these lagged or mediated effects. Future studies should examine asset growth using longitudinal data and include additional financial and environmental control variables.

General Assessment in the Context of the Healthcare Sector

Healthcare organizations operate under conditions of high environmental uncertainty, regulatory pressure, and competition (Shortell & Kaluzny, 2006). Consequently, the impact of leadership behaviors becomes more critical compared to other sectors. West et al. (2015) emphasize that leadership in healthcare organizations has a direct impact on patient safety, employee motivation, and service quality. The findings of this study demonstrate that transformational leadership stands out as a strategic management tool, particularly in the healthcare sector. Specifically, inspirational motivation and personalized attention emerge as the most critical factors for both employee performance and organizational success. This study offers a comprehensive and original contribution to the literature by examining leadership behaviors not only in relation to individual organizational outcomes but also to business growth indicators.

Conclusions and Recommendations

Conclusion

This research aimed to examine the effects of medical administrators' leadership behaviors on organizational outcomes and job performance. The findings reveal that leadership dimensions have varying degrees of impact on organizational outcomes. According to the research results, transformational leadership style exhibits stronger and more significant effects, particularly in terms of outcomes related to employee behavior. In this context, inspirational motivation, a sub-dimension of transformational leadership, emerged as the strongest and most consistent predictor of both extra effort and the variables of effectiveness and satisfaction. In contrast, the effects of transactional leadership dimensions were found to be more limited and particularly associated with short-term performance indicators. It was observed that transactional leadership only had an impact on specific growth indicators (staff and revenue increases), but did not significantly contribute to overall organizational effectiveness and employee satisfaction. Furthermore, it was found that laissez-faire leadership behaviors had no significant effect on any of the dependent variables analyzed. This result indicates that a leader's lack of intervention in guidance and decision-making processes plays an ineffective or limiting role in terms of organizational performance. Overall, research findings indicate that leadership behaviors in healthcare organizations play a decisive role in organizational outcomes, and that transformational leadership, in particular, is more effective in terms of sustainable performance. This study, which analyzes leadership behaviors in conjunction with organizational growth indicators, expands on a limited area in the literature and provides a unique contribution to the field of health management.

Suggestions

Based on the research findings, the following recommendations have been developed for healthcare organizations and managers:

Transformational leadership development:

Leadership training programs for managers in healthcare organizations should prioritize transformational leadership skills (inspiring, providing individual attention, and developing vision). Such training will play a critical role in increasing employee motivation and organizational commitment.

Management focused on individual development:

Managers who adopt a leadership approach sensitive to the individual needs of employees will increase both employee satisfaction and organizational effectiveness. Therefore, leadership practices focused on individual development should be institutionalized as corporate policy.

Integration of strategic management:

Leadership development should be integrated into the strategic management processes of healthcare organizations. Aligning leadership competencies with organizational growth objectives is crucial for long-term sustainable success.

The supportive use of transactional leadership:

Transactional leadership should not be completely excluded, but rather used as a supportive tool in performance management and operational control processes.

Avoiding laissez-faire leadership:

Since laissez-faire leadership behaviors are associated with organizational uncertainty and poor performance, it is recommended that this leadership style be minimized in healthcare organizations.

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