

The Impact of Leadership Communication on Staff Morale and Patient Outcomes in Healthcare Organizations

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Abstract:

A vital role is played by effective leadership communication to shape up the organizational culture, staff morale and ultimately patient outcome in healthcare settings. This work studies how the transparency, quality, and frequency of communication from leaders of healthcare that influence level of job satisfaction, employee engagement, and team cohesion. It also examines the down streaming impact on patient care, satisfaction and safety. An attempt has been made to analyse the relationship between leadership communication practices and staff morale, it also points out how open dialogue, regular feedbacks and emotional intelligence make contribution towards staff satisfaction level and reduce burnout. Over the long-run, improving patient care and development of healthcare administration is dependent highly in nurse leadership. In order to maximize administrative contribution of nursing, institutional obstacles should be addressed and leadership development investment should be made. In order to improve models of leadership and its application in various healthcare contexts.

Keywords: Patient outcome, leadership style, healthcare system, leadership communication

INTRODUCTION

To create a culture of patient safety, promoting team work and collaboration effective leadership is highly essential as it would also improve communication, and drive organizational performance. Complicated and multifaceted issues and challenges are also presented by healthcare environment. Managers need to be highly skilled, and have the ability of problem solving, they must be capable to identify root causes, they should explore creative solutions, and implement effective strategies. String and effective problem-solving skills help managers in addressing various challenges effectively driving constant improvements. Leaders should use their skills of problem solving in making correct decisions under high pressure. In healthcare especially, leaders should stay calm even during crises and maintain the flexibility in thinking in a creative manner and take decisive actions when traditional measures are not found to be effective. The style of traditional leadership is found to be major style of leadership that is used in the healthcare sector. This leadership style inspires and motivates employees in moving forward and share a vision and help in the achievement of organizational goals. Transformational leadership is charismatic employing their capability of communicating effectively of instilling a sense of urgency and excitement in team (Dey & Haque, 2016). Strong skills of communication are highly required for managers in healthcare sector for them to convey information efficiently, listen to the feedbacks and develop strong relations with the staff, patients and stakeholders. Communication must be clear and empathetic that assist to foster a collaborative and cohesive environment of work (Forte & Cooper, 2013). Organizational culture plays a crucial role to improve safety of patients. For improving the implementation of patient safety culture, management and organization culture requirement must be transformed. The purpose here is to analyse patient safety culture among different groups of units of hospitals and examine education, communication channels and leadership associated with patient safety culture. It is shown by the results that patient safety culture makes no substantial difference among nursing job unit, while education and leadership

make a substantial association on patient safety culture and channel of communication has no considerable association. The culture of patient safety is distributed evenly among nursing units, which is a strength for the organization, and the elements that make impact on the establishment of culture of patient safety on nurses are education as well as leadership (Rahmawati, Satria & Purnaningsih, 2018). Employee wellness and culture of organization point to decay, it should be matter of urgency for the practices of leadership for transformational leaders and to avoid the negative impact of toxic leadership on complicated landscape of healthcare. The curse of toxic leadership presents itself as a daunting adversary that undermines the fabric of corporate culture as well as efficacy. A significant influence can also be exerted by transformational leaders on patient satisfaction. Quality improvement initiatives are implemented by transformational leaders that might yield improved patient results by holding a heightened expectations for the performance of the team. This work precisely unties the complicated web of toxic leadership, a style of leadership defined by its damaging and harmful effects on juniors as well as organization at large. This style of leadership is characterised by rude behavior, lacking empathy, pronounced self-centeredness and a propensity of manipulating and exploiting others for personal gains. The frequency of situation of toxic leadership was examined with respect to distinct groups of professionals. Across all groups of different professionals, a similar trend can be observed, some differences are also evident in the frequency of particular negative situation. The most substantial change in “Allied Health Professionals and Healthcare Administrative and Support Services” is frequency concern of communication breakdown and reduced work efficacy. Environment of fear and intimidation for employees is often created by toxic leadership. When leaders are found to be using disciplinary measures for responding to disagreement or reviews, employees possibly hold back their views, suggestions and concerns. In such environment, exchanging essential information is hindered (Dobbs & James, 2018).

In healthcare, the focus of leadership is on the achievement of goals of effective delivery of healthcare as a team under the supervision of another team member. The key point in the leadership of healthcare sector in improvement of patient safety and management of their health as well. Delivery of effective healthcare services may be more efficient when they are being delivered by professionals who act as a single body which is patient oriented. In healthcare, one of the most effective styles of leadership is democratic leadership. Shared decision-making and collaboration are part of this approach. Opinion of team members are listened by democratic leaders and they also promote open communication. This style of leadership can be proved advantageous for the performance of team in the healthcare sector as this approach improves the teamwork and motivate members to give their opinions, share their knowledge and ideas. With the development of a structure where leadership make influence on management of health, the result of rendered services to patients is upgraded. The models of leadership are basics of leadership determining if the goals would be met in interest of organization. The purpose of the work is determining the influence of leadership on health management. A leader is proved to be effective when they bring their team together for collaboration to do betterment of their patients and the care they were providing and is considered significant because to have knowledge of industry and experience is necessary. In aspect of working atmosphere, employees who are satisfied and are encouraged to bring improvement and ready to advance themselves for personal growth are common reasons that communication is contributory when team is lead by managers. The findings indicate few negative implications that are present when particular skills and style of leadership used by management. Lot many studies were conducted on different nations of changing economic and social features, and in developing nations have discovered that enhanced results of patients reduced the cost per capita of healthcare (Aksu & Hussein, 2020).

LITERATURE REVIEW

A continuous development is seen in the healthcare industry; persistent leadership needs to maintain good quality care for patients. Application of certain style of leadership is considered critical in the development, alignment and fabrication of a pathway for effective and reliable care. Performance of

subordinates can be improved by leaders; they can also improve work behavior as well as communication. This work investigates two leadership styles which are laissez-faire leadership and transformational leadership. In healthcare sector, quality and safety of patients is improved by transformational leadership. Additionally, staff commitment towards organizational goals is enhanced by transformation. On the other hand, in healthcare sector, Laissez-faire leadership is not considered as an ideal style. The level of stress, anxiety, and turnover rate of staff is increased by Laissez-faire leadership. As an outcome, the high stress level might lead to medical leave, turnover rate of staff also increases. Each style of leadership has some strength as well as weakness, appropriate style of leadership must be applied for the improvement of quality of healthcare, safety of patient, teamwork as well as to motivate staff and a commitment for the reduction of poor effect on the healthcare industry (Khan & Tidman, 2021). Staff morale is considered as a workforce phenomenon confronting every organization some time. Understanding morale of staff is essential as it can make tangible as well as wide-ranging impact and result for any organization. Leader communication plays a crucial role as suggested by findings as it improves organizational as well as safety of patient, and different approaches of communication found to make a positive impact differently but it is also essential safety behavior of employee. Morale is not just a simple concept and results are linked with high or low level of morale might make influence on turnover rate of staff, achievement of personal as well as organizational objectives, the capability of adopting new practices, learning of new skills and delivering good services to customers (Elzohairy, Elsayed & Ibrahim, 2019). Effective management and leadership are vital to develop positive work environment and enhanced morale of staff. Supportive leadership include clear communication, recognize contribution of staff, and also provide opportunity of professional growth. Staff is motivated and inspired by transformational leaders as they set clear visions, develop inclusive culture and motivate innovation. This style of leadership is associated with the improvement in job satisfaction and reduced turnover rate of employees in healthcare sector. Training program in healthcare sector can help staff in preparing themselves for managerial roles and promotion of culture of constant enhancement. Initiatives of leadership development have been associated with the better organizational results and increased level of employee engagement. Organizational strategies like supportive leadership, reformations of policies, and constant professional; development plays a crucial part in improving job satisfaction, and lessening the burnout. The focus of environmental stratiefies on eergonoimic designs and measures of safety of patinets are important to create a comfortable and secure work atmosphere. Individual focused strategies include mental health support and empowerment of job, addressing personal health as well as professional growth, whereas technology and inventions are streamlining the administrative activities and enhance efficacy. The success of such strategies often lied in the relationship and mixed applications (Helal et al., 2022). Leadership that are manager stated are considered as highly important feature that influence internal communication. Majority of managers assume that employees must be aware about the mission, goals, and strategic planning, and they should be directed and guided in their jobs for the achievement of the determined goals. Healthcare staff members also believe that managers must not except their employees to do well even when they are not informed regarding the problems of the hospital. Three key themes were identified that include technical, personal and organizational factors. Among all the three themes, most emphasis placed by the participants is on leadership and new tools and technologies as the most influential subtheme. It is also believed that managers must plays a vital role of leadership in a manner where they provide a constructive atmosphere for all employees that would result in effective internal communication (Rezaee et al., 2022).

Leadership is considered as a crucial element that increases the performance of employees in any business. Under leadership, employees are led, assigned, and helped to carry out the activities in an efficient manner. In any organization, the role of a leader is played by the manager who hold the accountability to achieve the objectives of the organization. A leader also faces many issues and challenges, that ranges from decreased rate of staff turnover to an effective collaboration and communication as well as disputes that endangers the goals of the organization. The findings also

implied that when any leader inspire and encourage their employees, their performance also improves. In particular situation, performance of an employee is high when they complete the given activities and fulfil it properly. The healthcare industry in India is in transition stage because of many factors like policies of government, preferences of customers, and technological changes. Therefore, in order to sustain in the healthcare industry, there is a need to understand the leadership fully (Sao et al., 2022). In healthcare setting, team leadership plays a basic role that ensures a high quality of care for patients. In the process of transition, situational analysis, debriefing, team-building, feedback-seeking were found to be the most influential behavior of leadership on the success of teamwork from viewpoint of participants. Especially surgical members and emergency team. Clinical capabilities, resource management and coordination were found to be the lost essential behavior of leadership in the process of action, mainly in the opinion of attending doctors as well as nurses. It is revealed by the study that team leadership behavior in the process of transition is highly critical for the success of a team, mainly in situations that are unpredictable. These findings can be used for accessing team leadership behavior in the healthcare industry. Moreover, such behavior must be considered when the leadership training programs are developed. Physicians also mentioned that the most essential behavior of a team leader in development of self-accountability among team members. When team members are responsible for their actions and decision, it is them when self-accountability occurs. Speaking-up of team member is created by team leader behavior creating an association between leader and their team members. Experiences, opinions, and problems can be shared by team members with others as well (Razavi et al., 2022). Local organizational culture is enhanced by effective leadership for delivering high level of empathetic and safe healthcare services. To shape the organizational culture, leadership is considered as a critical determinant and there are some other key performance indicators as well. Thus, basics ensuring development of leadership behavior, quality and strategies of healthcare professionals. Clinical leaders must lead with accurate results and purpose. Clinical leaders are intelligent emotionally leading by ethos and value code, they have excellent interpersonal association with people who are around them, they also empower their team, and participating leadership inspire others to make a difference through transformation and inventions in professional practices. A critical driver in overall performance of an organization is strong leadership, and well-constructed system of talent management to stay critical for the development and retain a thriving pool of impactful healthcare leaders capable to meet the rising demand for high quality, and care which is cost-effective (Niki et al., 2021).

CONCLUSION

The influence of leadership on the healthcare team performance, staff morale and patient outcome has been researched within the healthcare industry. Every organization, including healthcare organization, nothing is more effective than good leadership as it is a key to build a successful team to keep the patients happy in healthcare system. Choosing a leadership style makes a great difference in the performance of healthcare teams as well as patient satisfaction and result. Leadership communication is known to be influencing behavior of employees. When it comes to the association between leadership communication and safety, the proof is uncommon and unclear. Safety of patient and risk in healthcare have been increased interest for studies in past few years. In order to make a positive influence and lead a team successfully, healthcare leaders must have a clear vision having the capability of seeing a big picture and setting up the clear goal. By having a focus on their vision, leaders should provide guidance to their team to make progress on the patients and goals of the business when they are pulled in several directions simultaneously.

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