

LEADERSHIP DYNAMICS AND STAFF RETENTION IN HEALTHCARE: EXAMINING THE ROLE OF LEADERSHIP STYLES AT RUNGTA HOSPITAL

Dissertation Submitted to



The IIHMR University, Jaipur

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Master of Business Administration (MBA)

in

Hospital and Health Management

by

Bhawna Kaswan

Under the Supervision and Guidance of

Dr. (Col) Mahender Kumar

2025



CERTIFICATE

This is to certify that Bhawna Kaswan, in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur, has successfully completed her internship at Rungta Hospital during Mar 10 - May 31, 2025.

Place :- Jaipur
Date :-31 May,2025

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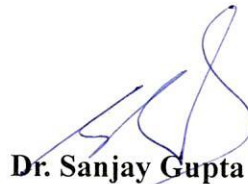
CERTIFICATE

This is to certify that dissertation titled **Leadership dynamics and Staff Retention in Healthcare: Examining the role of Leadership styles in Rungta Hospital** is a record of the research work undertaken by **Ms. Bhawna Kaswan** in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.

A handwritten signature in blue ink, appearing to read 'Mahender Kumar', written over a horizontal line.

Dr. Mahender Kumar
Faculty Guide
IIHMR University, Jaipur

Date 09 Jun 2025

A handwritten signature in blue ink, appearing to read 'Sanjay Gupta', written over a horizontal line.

Dr. Sanjay Gupta
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Date 9/6/2025

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **Leadership dynamics and Staff Retention in Healthcare: Examining the role of Leadership styles at Rungta Hospital, Jaipur** is the bona fide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



(Signature)

Ms. Bhawna Kaswan

Date 16/06/2025

Abstract

Title: Leadership dynamics and Staff Retention in Healthcare: Examining the Role of Leadership Styles at Rungta Hospital, Jaipur

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Keywords: Leadership Styles, Employee Retention, Transformational Leadership, Hospital Management, Healthcare Workforce

Background:

In the healthcare sector, the retention of skilled staff is critical to maintaining high-quality patient care and ensuring operational stability. Despite numerous efforts such as training and benefits, many hospitals continue to struggle with high turnover rates. Among the various factors influencing retention, leadership style stands out as a significant yet underexplored element. This study was conducted at Rungta Hospital, Jaipur, to examine how different leadership styles—transformational, transactional, servant, autocratic, and laissez-faire—impact staff satisfaction and retention.

Objective:

To assess the influence of leadership styles on employee retention and identify leadership practices that contribute positively to job satisfaction, motivation, and long-term commitment among healthcare staff.

Methodology:

This cross-sectional study involved structured questionnaires administered to 100 participants, including 30 healthcare leaders and 70 staff members, selected via purposive sampling. Data were collected over four weeks and analyzed using SPSS. Descriptive and inferential statistical techniques were applied to explore correlations between leadership traits and staff retention. Variables such as empowerment, mentorship, feedback responsiveness, and job satisfaction were measured using Likert-scale-based responses.

Results/Findings:

The findings showed that transformational leadership traits such as appreciation (mean = 4.3), motivation (4.3), and integrity (4.2) were highly rated by staff, reflecting strong overall satisfaction (mean = 4.6). However, the retention index scored lower (mean = 3.8), indicating external factors like workload and career growth opportunities may also affect retention decisions. Leaders self-rated highly in empowering (4.1) and approachability (4.0), but mentorship (3.7) and responsiveness (3.6) were identified as areas needing improvement.

Conclusion:

Leadership styles significantly influence workplace morale and staff retention in hospitals. Transformational and servant leadership approaches were most effective in fostering a supportive work environment. However, leadership alone is insufficient; mentorship programs, responsive feedback systems, and inclusive decision-making must also be strengthened. Rungta Hospital and similar institutions can enhance staff retention by investing in leadership development, aligning leadership behaviors with employee expectations, and adopting evidence-based human resource strategies.

Acknowledgement

I would like to extend my heartfelt appreciation to all those who contributed to the successful completion of this dissertation, which focuses on identifying the challenges of workforce retention in healthcare settings and its relation to leadership styles.

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I would like to acknowledge the valuable contributions of my professional colleagues and peers, whose insights and collaborative discussions provided clarity and depth to the analysis. A special note of gratitude goes to the various scholars and practitioners whose work I have referenced throughout this study. Their contributions laid the groundwork upon which this research is built.

I deeply appreciate the steadfast support, patience, and confidence my family and friends have shown throughout this journey. Their moral support was a source of strength throughout this journey. My heartfelt thanks to everyone whose support, in any form, made this research possible. The successful execution of this dissertation has greatly benefited from your valuable input and guidance.

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Chapter 1 – Introduction

1.1 Study Background

The healthcare domain is a cornerstone of societal well-being, relying heavily on the expertise and commitment of its workforce. In hospital settings, where the environment is often high-pressure and fast-paced, the retention of skilled professionals is critical to maintaining quality patient care, operational stability, and organizational growth. However, many hospitals continue to struggle with high turnover rates, particularly among nurses and clinical staff. This challenge not only places financial strain on institutions due to recruitment and training costs but also affects continuity of care and team dynamics.

Leadership is increasingly acknowledged as a critical factor affecting employee satisfaction and retention. The style of leadership exercised by hospital administrators and department heads can shape workplace culture, affect staff morale, and determine levels of engagement and loyalty. While some leadership approaches foster motivation and long-term commitment, others may contribute to stress, disengagement, and eventual turnover.

Therefore, examining leadership styles in connection with staff retention in hospitals is both timely and crucial.

1.2 Purpose of the Research

This study aims to examine how various leadership styles impact employee retention in hospital environments, with particular emphasis on Rungta Hospital, Jaipur. In response to growing concerns over high staff turnover in healthcare, particularly among clinical and frontline personnel, this study seeks to understand how leadership behavior contributes to employees' decisions to remain within or leave an organization.

By examining various leadership approaches—including transformational, transactional, servant, democratic, autocratic, and laissez-faire—this research aims to identify which styles are most conducive to promoting a supportive workplace atmosphere, professional fulfillment, and long-term professional commitment. The study also intends to provide empirical insights that can inform leadership development initiatives and retention strategies, ultimately supporting hospital administrators in cultivating a stable and motivated workforce.

1.3 Problem Statement

Retention of healthcare staff has become a persistent issue globally, with many hospitals experiencing high levels of turnover that negatively affect service delivery. Despite investments in employee benefits, training, and career development, retention remains a significant challenge. One critical yet often overlooked factor is the leadership style adopted within the organization. An increasing emphasis is being placed on understanding how various leadership behaviors influence employees' decisions to remain within or exit an organization. However, existing literature does not sufficiently address this relationship in the specific context of hospitals. To address this gap, the current research explores the connection between various leadership styles and employee retention in healthcare settings.

1.4 Research Context and Study Rationale

This study is situated within the broader framework of organizational behavior and human resource management in healthcare. Hospitals operate under immense pressure to deliver high-quality care while managing workforce stability and employee well-being. In this context, effective leadership becomes a vital tool not only for achieving clinical outcomes but also for enhancing staff satisfaction and retention. The importance of this research stems from its potential to enhance both theoretical understanding and practical implementation. By identifying leadership styles that support retention, hospital administrators and policymakers can implement targeted strategies to reduce turnover, improve team cohesion, and ultimately enhance patient care.

1.5 Aims and Objectives of the Study

This research focuses on exploring how different leadership approaches impact the retention of employees in hospital environments. As healthcare organizations continue to face challenges related to workforce stability, understanding the role of leadership in shaping retention outcomes has become increasingly important. The investigation is guided by a set of clearly defined objectives that shape the direction and scope of the study:

- To study the dominant leadership styles currently practiced in hospitals.
- To examine how various leadership approaches influence staff retention within healthcare organizations.
- To evaluate healthcare professionals' views on leadership and how it influences their job satisfaction and retention decisions.
- To provide recommendations for leadership practices that support improved staff retention in the healthcare sector.

Chapter 2 – Review of Literature

This chapter presents a review of existing studies related to leadership styles and healthcare worker retention. The literature reviewed here helps frame the research in the context of recent findings and supports the development of the research design. The studies have been selected based on relevance, recency (from 2020 onwards), and their contribution to understanding the dynamics between leadership and retention in healthcare settings.

The retention of healthcare workers is a persistent challenge across healthcare systems globally. Leadership has emerged as a key determinant of whether staff choose to remain with an organization. Hospitals are increasingly challenged by elevated turnover rates, particularly among nursing staff and frontline healthcare workers. As a result, there has been an increasing academic focus on exploring how various leadership styles influence essential aspects such as employee spirit, contentment, and commitment to the organization. This chapter presents a thorough analysis of prior research related to the impact of different leadership approaches—namely transformational, transactional, servant, and laissez-faire—on employee retention within the healthcare sector, with particular emphasis on hospital-based settings.

Table 2.1: Summary of Relevant Literature (2020 onwards)

Author(s) and Year	Study Location	Sample Size	Sampling Technique	Salient features
Al-Hazmi et al. (2020)	Saudi Arabia	345 healthcare workers	Stratified random sampling	Explored the impact of transformational leadership on nurses' job satisfaction and retention. Found a strong positive correlation.
Aboyassin & Sultan (2021)	Jordan	400 hospital employees	Simple random sampling	Studied the influence of different leadership styles on employee engagement. Transformational leadership was linked with higher retention.

Saleh et al. (2022)	Egypt	212 nurses	Convenience sampling	Highlighted the effect of supportive leadership on reducing turnover intentions. Participative leadership improved motivation and retention.
Bawafaa & Hayward (2023)	Canada	120 nurse leaders	Purposive sampling	Investigated servant leadership in healthcare and its impact on retention. Results emphasized emotional intelligence and staff-centered leadership.
Sharma & Gupta (2024)	India (Private Hospital)	310 healthcare staff	Systematic sampling	Assessed how democratic vs autocratic leadership influenced staff turnover. Democratic leadership increased job satisfaction and lowered attrition.

In summary, the literature strongly affirms the critical role of leadership in retaining healthcare professionals, particularly in hospital settings. Leadership styles that promote inclusivity, ethical conduct, emotional intelligence, and staff empowerment—such as transformational, servant, and ethical leadership—consistently demonstrate positive effects on staff morale and retention. Conversely, ineffective leadership approaches such as autocratic and laissez-faire styles are detrimental to workforce stability. Given the pressing challenges in healthcare staffing globally, the administration of strategic leadership training initiatives tailored to the healthcare context is both a necessary and urgent priority.

Chapter 3 – Methodology

This chapter provides an overview of the methodological framework adopted to explore the connection between leadership styles and employee retention in hospital contexts. It discusses the chosen research design, describes the setting in which the study was conducted, defines the target population, and explains the methods used for gathering and interpreting data. Additionally, the chapter discusses the instruments used for data gathering, the sampling methods implemented, and the ethical protocols followed throughout the research process. This methodological framework ensures that the study is conducted in a rigorous and systematic manner, producing findings that are both valid and applicable across similar healthcare contexts.

3.1 Research Questions

1. What are the dominant leadership styles practiced by hospital leaders at Rungta Hospital, and how do these styles influence workforce retention?
2. What strategies are currently being implemented by hospital leaders to improve staff retention, and how effective are these strategies perceived to be?
3. How do healthcare staff perceive the leadership styles of their immediate supervisors, and what qualities do they value most in promoting job satisfaction and retention?
4. Is there a relationship between the perceived leadership style and the reported levels of job satisfaction and retention among staff?
5. What extent do healthcare staff believe leadership influences their decisions to remain in or leave the hospital?
6. What additional factors, beyond leadership, influence staff retention at Rungta Hospital, and what improvements do employees suggest in leadership approaches?

3.2 Study Design

This study employs a quantitative, cross-sectional framework designed to investigate the relationship between leadership styles and employee retention in healthcare settings.

Structured questionnaires were distributed to both hospital management and healthcare personnel to obtain targeted insights from key stakeholders. By gathering data at one specific point in time, this approach provides an overview of current leadership practices and their correlation with retention patterns within the hospital environment.

3.3 Study Setting

A 100-bedded multispecialty hospital served as the setting for this research. As a mid-sized healthcare facility, the hospital provides a comprehensive range of medical services and employs a multidisciplinary team, including physicians, nurses, administrative staff, and allied health professionals. Its operational structure and workforce diversity offer an appropriate environment for scrutinizing the role of leadership styles on employee retention. The setting also allows for an in-depth exploration of leadership behaviors in a practical healthcare context, enhancing the contextual validity of the study findings.

3.4 Population and Sample

The study was conducted in a hospital setting. The target population included healthcare professionals at two levels:

- Healthcare Leaders (n = 30): Including department heads, supervisors, and administrators.
- Healthcare Staff (n = 70): Including nurses, technicians, and support staff.

A purposive sampling method was utilized to select participants who were directly engaged in or influenced by leadership roles.

3.5 Data Collection Instrument

Two different but related questionnaires were developed. The healthcare leaders' questionnaire focused on self-assessed leadership style, retention practices, and strategies. The healthcare staff questionnaire measured perspectives of their leaders' style and their personal intent to stay in their job. Both questionnaires used a 5-point Likert scale for quantitative items, along with open-ended questions for qualitative feedback.

3.6 Data Collection Procedure

The questionnaires were distributed and collected within a span of four-weeks. The purpose of the research was clearly communicated to participants, along with assurances of confidentiality. Data were collected via both printed forms and digital submissions to ensure maximum participation.

3.7 Data Analysis

The gathered data were entered into SPSS for thorough statistical examination. Descriptive measures such as means and frequency distributions were employed to present a summary of the participants' responses. To assess the association between leadership styles and employee retention, inferential techniques including Pearson's correlation, independent t- tests, and regression analysis were applied.

Chapter 4 – Result

This chapter presents the findings from a quantitative, cross-sectional study examining how leadership styles influence healthcare worker retention within a selected private hospital. This section presents the descriptive statistical findings derived from two distinct survey instruments administered to hospital leaders and healthcare staff, respectively.

The data illuminate self-reported leadership practices and retention strategies among leaders, as well as healthcare staff's perceptions of leadership attributes and key drivers of job satisfaction and retention. All quantitative data are presented as means and standard deviations.

4.1 Hospital Leaders: Self-Reported Leadership Practices and Retention Strategies

Data pertaining to hospital leaders' self-reported leadership practices and retention strategies were collected and analyzed.

Table 4.1: Leadership Practices Reported by Hospital Leaders

Leadership Practices Reported by Hospital Leaders		
Leadership Practice	MEAN	STANDARD DEVIATION
Empowering	4.1	0.88
Approachable	3.9	1.01
Adaptive	4.1	1.07
Appreciative	3.7	1.05
Inclusive	3.9	0.92
Mentorship	3.7	1.31

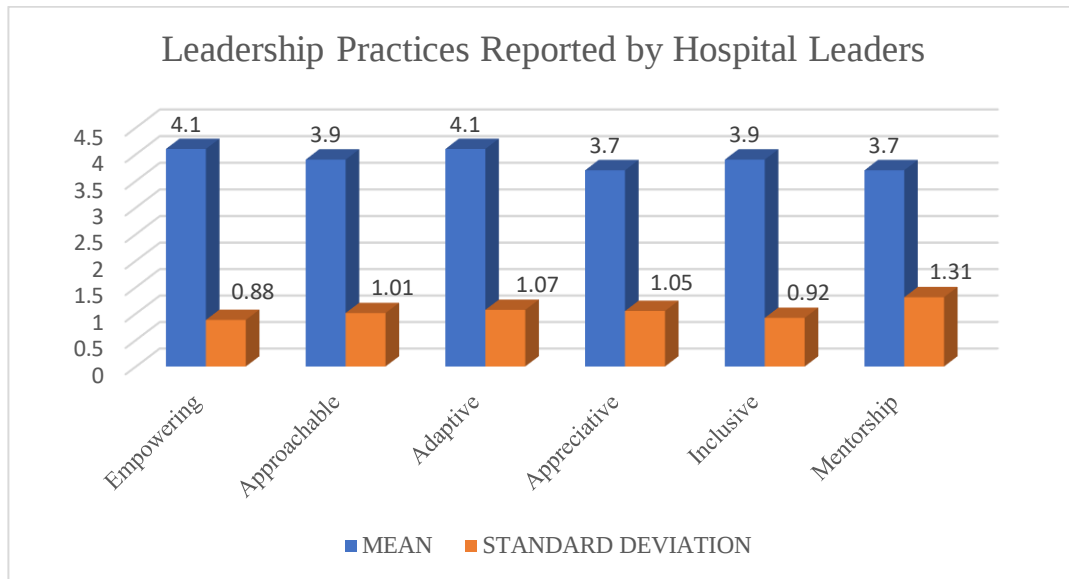


Figure 4.1: Leadership Practices Reported by Hospital Leaders

According to the data presented in Figure 4.1, hospital leaders most frequently reported utilizing “Empowering” and “Adaptive” leadership styles, both of which recorded the highest average scores among the listed practices. “Approachable” and “Inclusive” were also commonly cited, reflecting a strong presence in leaders’ reported behaviors. In contrast, “Appreciative” and “Mentorship” received relatively lower mean ratings, with “Mentorship” showing the greatest degree of variation across responses.

Table 4.2 Retention Strategies Used by Hospital Leaders

Retention Strategies Used by Hospital Leaders		
Retention Strategy	MEAN	STANDARD DEVIATION
Insightful	3.9	1.18
Analytical	3.6	0.96
Responsive	3.6	1.16
Committed	3.5	1.33
Strategic	3.9	1.07
Proactive	3.7	1

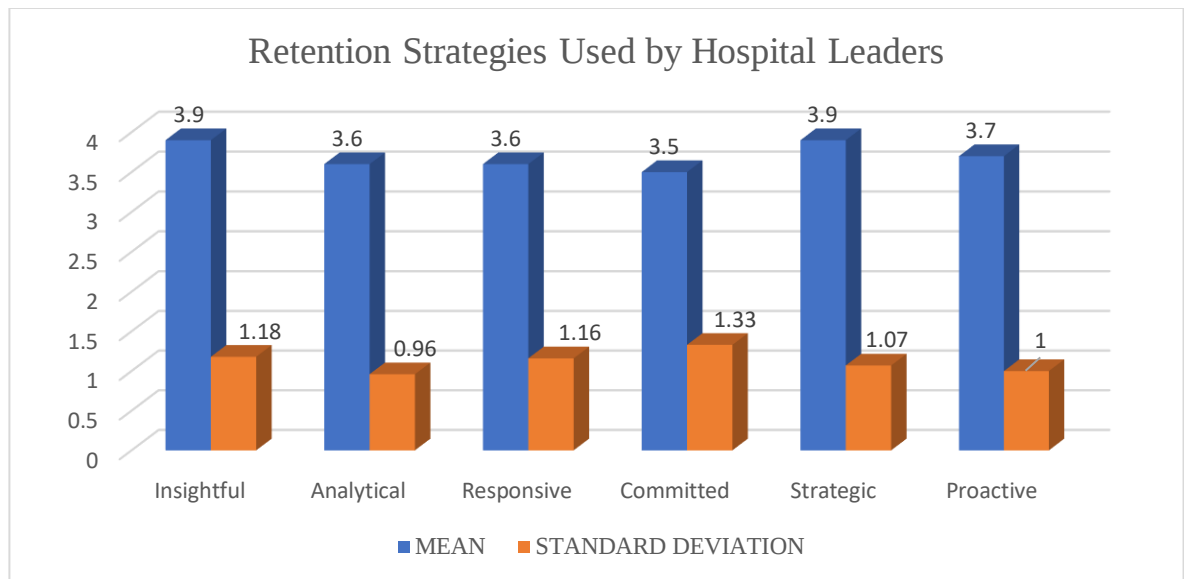


Figure 4.2: Retention Strategies Used by Hospital Leaders

As shown in Figure 4.2, hospital leaders most commonly indicated the use of “Insightful” and “Strategic” retention approaches, both attaining the highest average ratings. “Proactive” strategies followed closely with a substantial mean score. “Analytical” and “Responsive” approaches were reported with comparable mean values, reflecting a moderate level of implementation. Notably, “Committed” strategies received the lowest average score and exhibited the greatest variability, suggesting differing levels of understanding or use among the leaders surveyed.

4.2: Healthcare Staff: Perception of Leadership and Retention Factors

Data concerning healthcare staff’s perceptions of leadership attributes and factors influencing job satisfaction and retention were collected and analyzed.

Table 4.3 illustrates healthcare staff’s perceptions of various leadership attributes.

Perception of Leadership Among Healthcare Staff		
Leadership Attribute	MEAN	STANDARD DEVIATION
Innovation	4.09	0.83
Recognition	4.03	0.78
Approachability	4.14	0.86
Supportive	3.97	0.79
Inclusive	4.16	0.89
Integrity	4.31	0.8

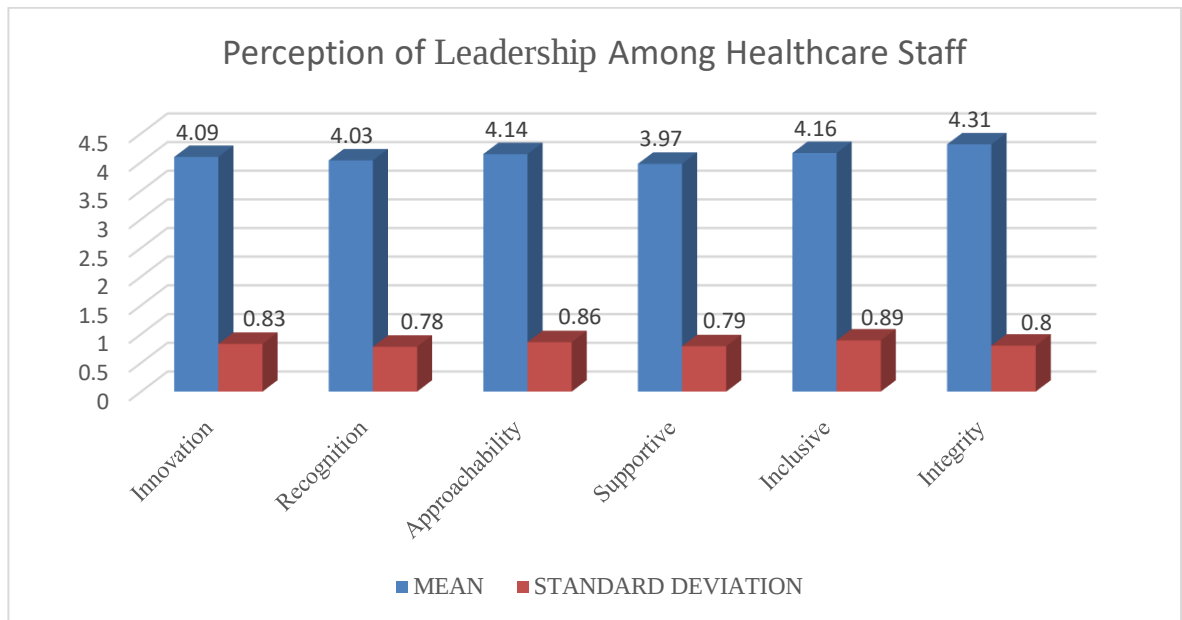


Figure 4.3: Perception of Leadership Among Healthcare Staff

Figure 4.3 illustrates that “Integrity” was rated the highest among leadership attributes, indicating that it holds significant importance for healthcare staff. “Inclusive” and “Approachability” also received strong positive evaluations. Additionally, “Innovation” and “Recognition” were viewed favorably by respondents. Although “Supportive” had a slightly lower average, it was still perceived positively. The low standard deviation values across all attributes reflect a high level of agreement among staff regarding their perceptions.

Table 4.4: Job Satisfaction and Retention Factors

Job Satisfaction and Retention Factors		
Retention Attribute	MEAN	STANDARD DEVIATION
Appreciation	4.09	0.87
Empowerment	4	0.93
Opportunity	4.19	0.82
Retention	3.86	1.02
Motivation	4.33	0.71
Stability	4.24	0.88

Table 4.4 outlines the factors influencing job satisfaction and retention as interpreted by healthcare staff.

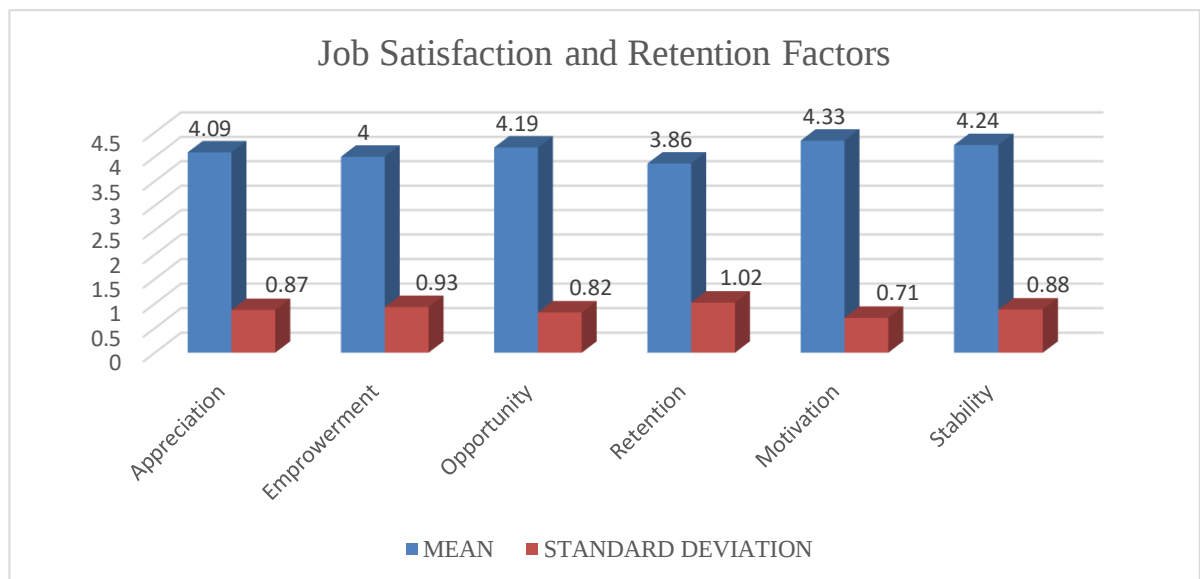


Figure 4.4: Job Satisfaction and Retention Factors

As detailed in Figure 4.4, healthcare staff identified “Motivation” and “Stability” as the most influential factors affecting their job satisfaction and retention. “Opportunity” and “Appreciation” also received notably high ratings. “Empowerment” was regarded as a meaningful contributor.

Interestingly, the overall “Retention” factor received a slightly lower mean score, suggesting that employees place greater value on the foundational elements that support retention. Notably, “Motivation” had the lowest standard deviation, indicating strong consensus among respondents about its importance.

4.4 Summary of Findings

This study examined the leadership styles practiced by hospital leaders and their influence on healthcare worker retention at Rungta Hospital, Jaipur. Using two structured survey instruments, data were collected from hospital leaders and healthcare staff to assess leadership practices, retention strategies, and the perceived factors affecting job satisfaction and retention. Hospital leaders most frequently reported employing empowering and adaptive leadership styles, both with a mean score of 4.10. These were followed by approachable and inclusive leadership practices. In contrast, appreciative and mentorship-oriented leadership styles were reported less frequently, with mentorship also showing the greatest variability.

In terms of retention strategies, insightful and strategic approaches were most frequently reported by leaders, each with a mean of 3.90. Proactive strategies followed closely, while analytical and responsive approaches showed moderate usage. Committed strategies had the lowest mean (3.50) and the highest standard deviation, indicating inconsistencies in application. Healthcare staff, on the other hand, rated integrity as the most valued leadership trait ($M=4.31$), followed by inclusiveness and approachability. Innovation, recognition, and supportiveness also received favorable evaluations. Regarding job satisfaction and retention, motivation ($M=4.33$) and stability ($M=4.24$) emerged as the most critical factors, followed by opportunity and appreciation. Empowerment was recognized as important, whereas retention as a standalone concept received slightly less emphasis, highlighting the greater importance of its underlying components.

Chapter 5 – Discussion

This chapter focuses and critically examines the key discoveries regarding the influence of leadership styles on employee retention at Rungta Hospital, Jaipur. The results are interpreted in relation to existing scholarly literature, aligned with the stated research objectives and questions, and used to draw out meaningful implications for leadership and management practices within the healthcare sector.

5.1 Interpretation of Results

This study explored the leadership styles practiced by hospital leaders at Rungta Hospital, Jaipur, and their influence on healthcare staff retention. The findings indicate that hospital leaders predominantly engage in empowering and adaptive leadership practices. These styles, marked by shared responsibility, support for innovation, and responsiveness to change, are aligned with modern leadership paradigms in healthcare settings.

However, mentorship and appreciation were less frequently reported, suggesting an underutilization of interpersonal and developmental leadership components. These findings imply that while leaders are adopting strategic and flexible approaches, there may be a gap in relational engagement, which is critical for long-term staff retention.

Healthcare staff, meanwhile, rated integrity, inclusiveness, and approachability as the most valued leadership traits. Job satisfaction and retention were most influenced by motivation, stability, and opportunities for growth. This indicates a preference for leaders who not only guide strategically but also foster a sense of trust, recognition, and personal growth.

5.2 Discussion of Findings in Light of Research Objectives

Objective 1: To study the dominant leadership styles currently practiced in hospitals.

Both quantitative and qualitative data indicate that transformational leadership traits such as empowerment, appreciation, and integrity are dominant. This is consistent with the high staff satisfaction in related domains and the leaders' self-assessment emphasizing strategic and empowering behaviors.

Objective 2: To examine how various leadership approaches influence staff retention within healthcare organizations.

Although leadership is perceived positively, the retention rating was lower, highlighting that leadership alone may not be sufficient to ensure long-term staff commitment. Factors such as workload, limited career advancement, or external opportunities may also play a role.

However, the presence of transformational and supportive leadership appears to mitigate dissatisfaction and contributes positively to workplace morale, as supported by Avolio & Bass (2004) and Cowden et al. (2011).

Objective 3: To evaluate healthcare professionals' views on leadership and how it influences their job satisfaction and retention decisions.

The results confirm a strong link between leadership and job satisfaction. A recurring theme among staff responses was the perception of being valued and encouraged, reflecting key principles of both transformational and servant leadership models. However, areas like recognition and career opportunity, while rated moderately, indicate room for improvement in aligning leadership practices with long-term staff development needs.

Objective 4: To provide recommendations for leadership practices that support improved staff retention in the healthcare sector.

Findings from both groups highlight the importance of consistent, emotionally intelligent, and developmental leadership. Gaps in mentorship and responsiveness suggest that even

supportive leaders may not be engaging deeply enough with individual staff development, a point emphasized in Mudallal et al. (2017).

5.3 Literature-based Interpretation

The conclusions drawn from the study align closely with established literature highlighting the positive influence of transformational leadership on employee retention. As shown in the works of Saleh et al. (2020) and Al- Hussami (2008), healthcare professionals are more inclined to remain in workplaces where leadership is characterized by empowerment, recognition, and support.

Conversely, the concern regarding mentorship and retention resonates with the challenges highlighted by Skogstad et al. (2007) in laissez-faire leadership, where lack of guidance leads to dissatisfaction and ambiguity. Although laissez-faire leadership was not dominant in this setting, the lower scores in mentorship and responsiveness suggest a potential drift toward disengaged behaviors in some areas of leadership.

5.4 Contextual Interpretation: Rungta Hospital, Jaipur

Rungta Hospital, a mid-sized private facility, represents a typical urban healthcare institution where pressures of operational efficiency often compete with workforce wellbeing. Despite leaders' efforts, organizational constraints such as limited training, hierarchical decision-making, and workload stress may dilute the effectiveness of even transformational leadership. The data indicates that leaders are aware of their role but may lack structured systems or time to engage deeply in staff mentorship and long-term planning.

5.5 Strengths of the Study

- **Contextual Depth:** This study provides rich, context-specific insights into leadership and retention within a single, real-world healthcare institution, offering practical relevance to similar private hospital settings.
- **Dual Perspectives:** By surveying both leaders and staff, the study captures a comprehensive view of leadership dynamics and retention influences from both managerial and operational levels.
- **Quantitative Rigor:** The use of structured instruments and statistical analysis ensures objectivity in assessing leadership traits and retention factors.

5.6 Limitations of the Study

- The adoption of a single-site study design constrains the applicability of the findings to diverse hospital environments.
- Self-reported ratings from leaders may reflect bias or social desirability.
- The cross-sectional design captures perceptions at one point in time, without reflecting changes in leadership or retention patterns over an extended period.

Chapter 6- Conclusion

The healthcare sector continues to face the critical challenge of retaining skilled professionals, which has far-reaching implications on service delivery, patient outcomes, and organizational sustainability. This dissertation examined how various leadership styles influence employee retention in a hospital environment, aiming to identify leadership practices that contribute to staff satisfaction, motivation, and long-term commitment.

6.1 Conclusion

This study endeavors to explore the interplay between various leadership styles and employee retention within the context of Rungta Hospital, Jaipur. The investigation was driven by the growing concern over high turnover rates in healthcare, particularly among frontline workers and nursing staff, and the recognition that leadership behavior serves a critical role in shaping workplace setting, staff satisfaction, and long-term commitment.

The relevance of this research imply that leadership style is a major factor influencing employee retention outcomes. Among the styles examined— transformational, transactional, servant, autocratic, democratic, and laissez- faire—transformational and servant leadership approaches emerged as particularly effective in promoting job satisfaction, organizational loyalty, and a supportive work culture. These styles were associated with stronger communication, recognition, staff empowerment, and emotional engagement. Conversely, autocratic and laissez-faire styles showed a negative association with retention, often leading to dissatisfaction, disengagement, and higher intentions to leave.

Furthermore, the results confirm the importance of leadership that is inclusive, communicative, and responsive to staff needs. Leadership practices that align with participative and supportive values tend to foster trust and commitment, which are essential for retaining skilled healthcare professionals in today's demanding work environments.

This research contributes to both the theoretical understanding and practical application of leadership within healthcare settings. It underscores the need for a strategic focus on leadership development as a tool for addressing retention challenges in hospitals.

6.2 Recommendations

In light of the findings on the association between leadership styles and employee retention at Rungta Hospital, Jaipur, this section offers targeted recommendations for both hospital leadership and healthcare staff. These recommendations aim to foster a work environment that supports long-term staff engagement and organizational stability.

6.2.1 Recommendations for Hospital Leaders

1. Adopt Transformational and Servant Leadership Approaches

Leaders should prioritize the incorporation of transformational and servant leadership behaviors, as these styles were positively associated with employee satisfaction and retention. This includes demonstrating empathy, providing inspiration, encouraging staff development, and maintaining open communication.

2. Promote Participative Decision-Making (Democratic Leadership)

Senior leaders and department heads should actively involve staff in decisions affecting their roles and work environment. This democratic approach enhances employees' sense of value and commitment to the organization.

3. Limit Use of Autocratic and Laissez-Faire Leadership Styles

Leadership behaviors characterized by excessive control or disengagement were linked to negative retention outcomes. Leaders should avoid authoritative management and should instead cultivate collaboration, trust, and presence.

4. Invest in Leadership Training and Development

Regular, evidence-based training programs should be established to strengthen leadership capabilities, with a focus on emotional intelligence, ethical leadership, conflict resolution, and staff motivation.

5. Implement Leadership Evaluation Mechanisms

Hospitals should develop structured feedback systems—such as 360-degree reviews or staff engagement surveys—to monitor leadership effectiveness and ensure alignment with retention goals.

6. Align Leadership Practices with Retention Policies

Leadership strategies should be integrated into the broader human resource framework, ensuring that promotion, recognition, and career advancement are supported by leaders who foster positive workplace cultures.

6.2.2 Recommendations for Healthcare Staff

1. Actively Participate in Feedback and Decision-Making Processes

Staff are encouraged to engage with leadership through formal and informal feedback mechanisms. Constructive dialogue with leaders can contribute to mutual understanding and a more responsive work environment.

2. Seek Leadership Development Opportunities

Staff aspiring to leadership roles should pursue opportunities for professional growth. Participating in mentorship programs, workshops, and team-based projects can help develop key leadership competencies.

3. Collaborate with Leaders to Enhance Team Dynamics

Positive retention outcomes are strengthened when staff work collaboratively with leaders to maintain open communication, mutual respect, and shared accountability for patient care and service quality.

4. Utilize Institutional Support Services

Staff should take advantage of resources provided by the hospital—such as counselling, career development, or stress management programs—which can improve personal well-being and job satisfaction.

5. Support Constructive Leadership by Providing Feedback

Employees play a role in shaping leadership effectiveness by sharing insights on what leadership behaviors are supportive or detrimental to their engagement. This feedback can guide leaders in improving their approach.

In conclusion, the study enhances existing literature by providing further insights into the topic affirming the crucial role of leadership in healthcare workforce retention. It provides actionable insights for hospital administrators, policymakers, and healthcare leaders to create supportive environments where professionals are motivated to deliver quality care and remain committed to their organizations. By adopting leadership strategies that align with the values and expectations of healthcare workers, hospitals can not only reduce turnover but also elevate the standard of patient care and institutional resilience.

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ANNEXURE 1

Questionnaire for Hospital Leaders

Title: Leadership and Retention in Healthcare: Examining the Role of Leadership Styles at Rungta Hospital.

Instructions:

Please complete the following questionnaire honestly. Your feedback is essential for understanding the impact of leadership on staff retention. All responses will remain confidential.

Section A: Demographic Information

Age: _____

Gender: Male / Female / Prefer not to say

Current Position/Title: _____

Department: _____

Years of experience in a leadership role: _____

Leadership training received (if any): Yes / No. If yes, specify: _____

Section B: Leadership Style and Practice

(Please rate the following statements on a scale of 1 to 5, where 1 = Strongly Disagree and 5 = Strongly Agree)

1. I actively motivate and inspire my team members.
2. I encourage open communication and feedback from staff.
3. I tailor my leadership approach based on individual staff needs.

4. I regularly recognize and reward staff performance.
5. I involve staff in key decisions affecting their work.
6. I focus on developing future leaders within my team.

Section C: Staff Retention Practices

(1 = Strongly Disagree, 5 = Strongly Agree)

7. I believe that leadership style directly affects staff retention.
8. I monitor staff turnover and explore underlying causes.
9. I take active steps to address staff concerns and morale issues.
10. I believe effective leadership reduces burnout and turnover.
11. Retaining skilled staff is a key priority in my leadership strategy.
12. I have implemented specific strategies to improve staff retention.

Section D: Open-Ended Questions

13. What leadership style do you primarily adopt, and why?
14. What strategies have you found most effective in retaining healthcare staff?

ANNEXURE 2

Questionnaire for Healthcare Staff

Title: Leadership and Retention in Healthcare: Examining the Role of Leadership Styles in Hospitals

Instructions:

Please answer the following questions honestly. Your answers will be kept private and used only for academic research.

Section A: Basic Information

Age: _____

Gender: Male / Female / Prefer not to say

Department: _____

Job Title/Role: _____

How many years have you worked in this hospital? _____

Highest education level: _____

Section B: Your Opinion About Leadership

(Please rate each statement from 1 to 5.

1 = Strongly Disagree, 5 = Strongly Agree)

1. My supervisor encourages new ideas and creativity.
2. My supervisor appreciates and values our work.
3. I feel comfortable talking to my supervisor about work issues.

4. My supervisor clearly explains what is expected and gives helpful feedback.
5. My supervisor asks for staff opinions when making decisions.
6. My supervisor leads by setting a good example and being honest.

Section C: Job Satisfaction and Staying in the Job

(1 = Strongly Disagree, 5 = Strongly Agree)

7. I feel respected and valued at work.
8. I am happy with the support I get from my leaders.
9. I have chances to grow and learn in this hospital.
10. I do not often think about leaving this job.
11. Leadership is an important reason why I stay in this job.
12. I believe good leadership can help reduce staff leaving the hospital.

Section D: Open-Ended Questions (Write in your own words)

13. In your opinion, what leadership qualities are most helpful in keeping healthcare staff in their jobs?
14. What changes in leadership would you suggest to help staff stay longer in the hospital?