

Leadership Dynamics and Staff Retention in Healthcare: Examining the role of Leadership styles at Rungta Hospital, Jaipur

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by

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Introduction

Leadership within healthcare institutions plays a pivotal role in shaping organizational culture, influencing employee satisfaction, and enhancing staff retention. In hospitals, where the operational environment is often high-pressure and resource-intensive, the ability to retain experienced and skilled professionals directly impacts the quality of care, patient outcomes, and institutional sustainability. Despite efforts to improve working conditions, healthcare institutions, especially in developing nations, continue to face high turnover rates. This study investigates how different leadership styles affect employee retention in a private hospital setting, with a focus on Rungta Hospital, Jaipur.

Review of Literature

Recent studies underscore the significance of leadership in enhancing healthcare workforce stability.

- Al-Hazmi et al. (2020) in Saudi Arabia found that transformational leadership significantly increased job satisfaction and retention among nurses.
- Aboyassin and Sultan (2021) in Jordan highlighted that transformational leadership styles improved employee engagement and lowered turnover.
- Saleh et al. (2022) showed that participative leadership in Egypt enhanced motivation and reduced staff attrition.
- Bawafaa and Hayward (2023) in Canada revealed the positive effect of servant leadership, especially when combined with emotional intelligence.
- Sharma and Gupta (2024) found that democratic leadership in Indian private hospitals improved job satisfaction and decreased turnover.

These findings affirm that inclusive, participative, and supportive leadership approaches are vital for staff retention, while autocratic and laissez-faire styles correlate negatively with workforce stability.

Theoretical/Conceptual Framework

This study will be guided by the following theories:

- Transformational Leadership Theory (Bass, 1985) – Explains how visionary leadership can enhance job satisfaction and retention.
- Herzberg’s Two-Factor Theory (1959) – Differentiates between motivators (growth, recognition) and hygiene factors (salary, work conditions) that influence retention.
- Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) – Highlights how leadership can balance job demands and resources to improve retention.

The conceptual framework will link leadership styles with retention-related factors like job satisfaction, work environment, career development, and employee engagement.

Research Gap

Although leadership’s impact on staff retention has been acknowledged in global literature, limited empirical studies focus specifically on private hospital settings in India. Furthermore, existing research seldom integrates dual perspectives—those of both healthcare leaders and staff—regarding leadership effectiveness and its impact on retention. This study addresses these gaps by focusing on leadership dynamics at Rungta Hospital, Jaipur.

Research Questions

1. What leadership styles are commonly practiced by hospital leaders at Rungta Hospital?
2. How do staff perceive the leadership behavior of their supervisors?
3. What is the relationship between perceived leadership style and employee retention?
4. Which leadership traits are most valued by employees for long-term commitment?
5. What other factors besides leadership influence retention decisions in the hospital?

Research Objectives

- To identify dominant leadership styles in Rungta Hospital.
- To analyze the impact of these styles on staff retention and satisfaction.
- To compare leader self-perceptions with staff perceptions.
- To explore staff recommendations for leadership improvement.
- To suggest leadership strategies to enhance employee retention.

Methodology

Design: Descriptive, cross-sectional quantitative study.

Setting: Rungta Hospital, Jaipur (100-bedded multispecialty hospital).

Sample: 100 participants (30 leaders and 70 staff).

Sampling: Purposive sampling.

Data Collection Tools: Structured questionnaires using 5-point Likert scales.

Data Analysis: Descriptive statistics and inferential analysis (correlation, t-tests, regression) using SPSS.

Plan of Analysis

Descriptive statistics will summarize demographic data and mean scores. Inferential analysis, including Pearson's correlation and regression, will assess the association between leadership behaviors and retention variables. Cross-tabulations may also be used to examine group differences between leader and staff responses.

Ethical Considerations

Approval was obtained from the hospital and the academic institution. Participation was voluntary with informed consent. Anonymity and confidentiality of all respondents were ensured. Data were stored securely and used solely for academic purposes.

Implications of the Study

This study aims to provide actionable insights for hospital administrators to adopt leadership practices that support staff well-being and organizational stability. It also contributes to the academic discourse on healthcare management by emphasizing the critical link between leadership behavior and workforce retention. Policymakers and HR professionals may benefit from the findings in designing training programs and retention strategies tailored to healthcare environments.

References

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