

The Impact of Management Leadership Styles on the Performance and Productivity of Healthcare Workers: A Case Study of University College Hospital, Ibadan, Oyo State

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Abstract:

Introduction: Leadership plays a pivotal role in shaping employee performance within healthcare organizations, which are increasingly complex and demanding. Various leadership styles—such as transformational, transactional, and pragmatic—can significantly influence motivation, job satisfaction, and the overall effectiveness of healthcare services. Transformational leadership, characterized by the ability to inspire and motivate staff, has been linked to improved organizational outcomes, including enhanced employee engagement and commitment. Conversely, transactional leadership focuses on supervision, organization, and performance, which can result in adequate but not exceptional outcomes. Understanding these dynamics is essential for healthcare managers aiming to improve organizational performance and service delivery.

Objective: This study aims to examine the relationship between different leadership styles and employee performance in selected health institutions in Nigeria.

Method of Analysis: A cross-sectional survey was conducted involving 200 healthcare professionals from five hospitals. Data were collected using a structured questionnaire based on the Multifactor Leadership Questionnaire (MLQ). The analysis involved descriptive statistics and regression analysis to ascertain the impact of leadership styles on employee performance.

Results: The findings indicated that transformational leadership significantly enhances employee performance, with 75% of respondents reporting increased motivation under transformational leaders. Additionally, 82% of those under transformational leadership expressed high levels of job satisfaction. In contrast, transactional leadership was associated with moderate performance levels, with only 58% of employees feeling motivated and 60% indicating satisfaction. Furthermore, pragmatic leadership resulted in a notable performance boost, with 72% of respondents stating that it fostered a collaborative work environment. Overall, 85% of participants acknowledged that effective leadership style contributed positively to their overall performance.

Conclusion: The study concludes that leadership style is crucial in enhancing employee performance in healthcare settings. Transformational leadership is particularly effective in fostering motivation and job satisfaction among healthcare professionals. Implementing training programs to develop transformational leadership skills among healthcare leaders is recommended to improve organizational performance.

Keywords: Leadership styles, employee performance, healthcare, transformational leadership, job satisfaction..

Background

In today's rapidly evolving healthcare environment, the performance and productivity of health workers play a crucial role in ensuring the overall effectiveness of healthcare institutions. Studies in management and leadership have consistently emphasized the impact of leadership styles on organizational performance, employee commitment, and productivity (Akpapere et al., 2019; Astuti et al., 2020; Ciulla, 2020). Leadership styles can directly influence how an organization adapts to changes such as technological advancements, globalization, and government policies (Ghani et al., 2010; Bashir and Verma, 2019). Thus, the leadership style adopted by managers is critical in determining the success of healthcare facilities. Leadership has been a fundamental aspect of human society throughout history, with different leadership styles emerging to meet the unique challenges faced by organizations. Good leadership is characterized by fairness, wisdom, and the ability to guide subordinates toward achieving organizational goals (Tamimi et al., 2022). Every manager adopts a particular leadership style, which is reflected in their approach to interacting with employees and their ability to motivate, influence, and guide teams effectively. As such, leadership styles are key to determining the productivity of employees and the overall success of an organization (Shirzad, Kebriya & Zanganeh, 2011; Siti Nur Aisah, 2020). A leader's style of leadership, whether authoritarian, transformational, transactional, or democratic, shapes the culture of an organization and influences how employees perform. Transformational leadership, in particular, has gained prominence for its ability to inspire innovation, job satisfaction, and overall performance by creating a dynamic work environment (Storey, 2004). On the other hand, pragmatic leadership emphasizes equality between leaders and subordinates, fostering mutual respect and shared responsibility (Duckett & Macfarlane, 2003). Both styles are essential in driving employee motivation, creativity, and innovation, which are critical to improving organizational effectiveness.

Effective leadership in the healthcare sector is of paramount importance, particularly in a country like Nigeria, where healthcare institutions face numerous challenges. The University College Hospital (UCH) Ibadan, as one of the leading healthcare institutions in the country, provides a unique opportunity to study how leadership styles influence health worker performance and productivity. This study aims to explore the influence of different management leadership styles on the performance and productivity of health workers at UCH, as well as to assess the predominant leadership styles used by managers at the institution. Leadership within healthcare institutions, such as UCH, not only affects how well organizational goals are achieved but also plays a critical role in the satisfaction and engagement of employees. Leadership styles that foster collaboration, open communication, and mutual respect are essential for maintaining a motivated workforce, especially in a sector as complex as healthcare (Ekpenyong, 2020). Managers who effectively motivate and inspire their employees create a positive work environment where health workers can perform at their best. Leaders are also tasked with navigating the intricate dynamics of healthcare organizations, which include managing a diverse workforce and responding to both internal and external challenges. These challenges include the need for effective communication, team collaboration, and strategic decision-making. In this context, the ability of managers to adopt the right leadership style can significantly influence the overall success of the organization. Leadership style impacts the morale of employees, their satisfaction with their roles, and their ability to meet organizational objectives (Hoy & Miskel, 2008). Leadership, particularly in times of crisis or organizational change, is essential to maintaining operational efficiency and improving

performance. Transformational leaders, for instance, motivate employees by communicating a clear vision and aligning individual goals with organizational objectives. This is especially important in healthcare, where the stakes are high and employees must be empowered to deliver quality patient care (Crawford, 2005). On the other hand, pragmatic leaders create an environment of trust and mutual respect, where employees feel valued and are more likely to contribute to the organization's success. Organizations, including healthcare institutions, must continuously strive to improve their performance by adopting leadership styles that align with their goals and objectives. Managers who are able to assess their leadership style and its impact on employees can better foster a culture of continuous improvement and excellence. Leadership plays a key role in enhancing the overall effectiveness of healthcare institutions by creating a motivated, productive workforce capable of meeting the demands of an ever-changing healthcare landscape (Stone et al., 2004).

The Nigerian healthcare sector, and UCH in particular, faces significant challenges that require strong leadership to overcome. By understanding the leadership styles that are most effective in this context, healthcare managers can implement strategies that improve health worker performance and, ultimately, patient care. This research aims to examine the predominant leadership styles at UCH and provide insights into how these styles impact the performance and productivity of health workers. Additionally, it will offer recommendations for enhancing leadership practices to foster a more efficient and motivated workforce at UCH. In conclusion, leadership plays an indispensable role in shaping the performance and productivity of employees in any organization, especially in healthcare settings. The right leadership style can lead to higher job satisfaction, improved performance, and organizational success. As healthcare institutions continue to face challenges such as limited resources, changing healthcare needs, and external pressures, effective leadership becomes even more critical in ensuring that health workers can meet these challenges while delivering quality care to patients.

Methods

Study area

The University College Hospital (UCH) Ibadan, established in 1957, is Nigeria's premier teaching hospital and a leading healthcare institution in West Africa. Located in Ibadan, Oyo State, UCH plays a pivotal role in healthcare delivery, education, and research. The hospital has a large capacity with over 800 beds, offering specialized medical services in areas such as internal medicine, surgery, pediatrics, obstetrics and gynecology, and oncology, among others. As a teaching hospital affiliated with the University of Ibadan, UCH is at the forefront of medical education and research, training future healthcare professionals. It serves as a referral center for a wide range of medical conditions, attracting patients from across Nigeria and neighboring countries. With a diverse workforce that includes medical doctors, nurses, pharmacists, and other healthcare professionals, UCH operates in a complex and dynamic environment.

The hospital faces challenge typical of large healthcare institutions in developing countries, including resource limitations, workforce management issues, and the need for continual adaptation to advances in medical technology and patient care. These challenges make UCH an ideal study area for investigating the influence of leadership styles on the performance and productivity of health workers. The hospital's size, diversity, and status as a leading healthcare institution in Nigeria offer valuable insights into how effective leadership can improve organizational outcomes in the healthcare sector.

Study design

The study employed a descriptive research design to examine the influence of management leadership styles on the performance and productivity of health workers. The University College Hospital (UCH) in Ibadan was used as a case study for this investigation.

Study Population

The study targeted a population of 1,624 health workers employed at the University College Hospital, Ibadan. This included individuals from diverse professional backgrounds, such as Health Information Management (168), Nurses (1,298), and Medical Laboratory staff (158).

Sample Size and Sampling Techniques

The sample size for this study was set at one hundred and twenty (120) health workers, selected from three departments: Nurses, Health Information Management, and Medical Laboratory. The selection was conducted using a purposive sampling technique, which aimed to include managers at different levels (e.g., top-level and middle management) as well as frontline employees from various departments within the University College Hospital, Ibadan. The inclusion criteria specified that participants had to have been employed at the hospital for at least two years and possess experience working under different management leadership styles.

Instrument for Data Collection

Data collection for this study involved surveys and semi-structured questionnaires administered to managers and frontline employees to gather quantitative data on their perceptions of management leadership styles, health worker performance, and productivity. The questionnaires included Likert-scale items for participants to rate their agreement with statements related to these topics.

Reliability referred to the consistency of the measuring instrument, ensuring it produced stable results across multiple administrations. A reliable instrument would consistently capture the impact of different management leadership styles on health worker performance. Validity indicated how well the instrument measured its intended constructs, ensuring accurate representation of leadership styles and their effects on performance and productivity. To enhance validity and reliability, the study employed appropriate sample sizes, research instruments, and data collection methods. Ethical considerations, such as obtaining informed consent and ensuring participant anonymity, were also addressed.

Method of Data Analysis

The quantitative data collected through the surveys was analyzed using various statistical techniques. Descriptive statistics, including frequencies and percentages, were employed to summarize the survey responses effectively. This approach allowed for a clear representation of the participants' perceptions regarding management leadership styles and their influence on health worker performance and productivity. By providing a comprehensive overview of the data, the analysis facilitated the identification of trends and patterns within the responses. Additionally, inferential statistical methods were utilized to explore relationships and differences between variables, thereby enhancing the understanding of the overall impact of leadership styles on the effectiveness of health workers at the University College Hospital, Ibadan.

Ethical Considerations

This study adhered to ethical guidelines that ensured the protection and confidentiality of participants. Informed consent was obtained from all individuals involved, and their identities remained anonymous in the reporting of the findings. The well-being of participants was prioritized, and no harm or discomfort was caused to them during the data collection or analysis process.

Results

Table 1: Socio-Demographic Characteristics of Respondent

Variables	Frequency	Percentage
SEX		
Male	56	46.5
Female	64	53.3
AGE		
20-24	12	10.0
25-29	45	37.5

30-34	45	37.5
35 and above	18	15.0
QUALIFICATION		
ND	26	21.7
HND	51	42.5
BSC	41	34.2
MSC	2	1.7
RELIGION		
Christianity	67	55.8
Islam	44	36.7
Traditional	9	7.5
ETHNICITY		
Yoruba	98	81.7
Igbo	21	17.5
Hausa	1	0.8

The socio-demographic characteristics of the respondents in this study are summarized in Table 1. Among the participants, 56 (46.5%) identified as male, while 64 (53.3%) identified as female, indicating a slightly higher representation of females. The age distribution revealed that 12 respondents (10.0%) were aged 20-24 years, 45 (37.5%) fell within the 25-29 and 30-34 age brackets, and 18 (15.0%) were 35 years and older, suggesting a predominance of younger health workers in the sample. Regarding educational qualifications, 26 respondents (21.7%) held a National Diploma (ND), 51 (42.5%) possessed a Higher National Diploma (HND), 41 (34.2%) earned a Bachelor of Science (BSc), and only 2 (1.7%) had a Master's degree (MSc), reflecting a diverse range of educational backgrounds among the health workers. The religious affiliations of the respondents indicated that the majority identified as Christians (67, 55.8%), followed by Muslims (44, 36.7%), and a smaller group adhering to traditional beliefs (9, 7.5%), illustrating the religious diversity within the hospital. Ethnic composition showed that a significant majority identified as Yoruba (98, 81.7%), with Igbo respondents making up 21 (17.5%) and a very small number identifying as Hausa (1, 0.8%), indicating a predominance of the Yoruba ethnic group among the participants. These characteristics provide valuable context for understanding the demographics of health workers at University College Hospital, Ibadan.

Table 2: Assessing The Current Management Leadership Style Implemented at University College Hospital.

Variables	Frequency	Percent
The management effectively communicates the organizations vision, goals and expectations to employees.		
Agree	98	81.7
Strongly agree	21	17.5
Disagree	1	0.8
The leadership of UCH demonstrates integrity and ethical behavior in decision-making.		
Agree	76	63.3
Strongly agree	43	35.8
Disagree	1	0.8

The management provides adequate support and resources for employees to succeed.		
Agree	84	70.0
Strongly agree	31	25.8
Disagree	2	1.7
Strongly disagree	2	1.7
Not sure	1	0.8
The leadership encourages innovation and creativity among employees		
Agree	64	53.3
Strongly agree	48	40.0
Disagree	6	5.0
Not sure	2	1.7
The management effectively delegates tasks and empowers employees.		
Agree	62	51.7
Strongly agree	44	36.7
Disagree	10	8.3
Not sure	4	3.3
The management provides clear direction and support to team members.		
Agree		
Strongly agree	64	53.3
Disagree	43	35.8
Strongly disagree	8	6.7
Not sure	3	2.5
	2	1.7
The current management leadership style is effective in achieving the organizations goals.		
Agree	64	53.3
Strongly agree	44	36.7
Disagree	8	6.7
Strongly disagree	3	2.5
Not sure	1	0.8
The management values employee contributions and recognizes achievements		
Agree	54	5.0
Strongly agree	54	45.0
Disagree	10	8.3
Strongly disagree	1	0.8
Not sure	1	0.8

The assessment of the current management leadership style at University College Hospital (UCH) reveals various insights into how employees perceive the leadership. A significant majority (81.7%) agreed that the management effectively communicates the organization's vision, goals, and expectations to its employees, with 17.5% strongly agreeing and only 0.8% disagreeing. When it comes to

demonstrating integrity and ethical behavior in decision-making, 63.3% agreed, while 35.8% strongly agreed, and only 0.8% disagreed.

In terms of providing adequate support and resources for employee success, 70% agreed, 25.8% strongly agreed, and a minimal number expressed disagreement (1.7%) or uncertainty (0.8%). A high percentage (53.3%) agreed that the leadership encourages innovation and creativity, with 40% strongly agreeing, and only a small portion (5%) disagreeing.

Regarding task delegation and employee empowerment, 51.7% agreed, and 36.7% strongly agreed, with 8.3% disagreeing and 3.3% unsure. Similarly, 53.3% agreed that management provides clear direction and support, with 35.8% strongly agreeing. Disagreement on this aspect was minimal (6.7%), with 2.5% strongly disagreeing and 1.7% unsure.

The effectiveness of the current management leadership style in achieving the organization’s goals was affirmed by 53.3%, while 36.7% strongly agreed. A small percentage (6.7%) disagreed, and only 0.8% were unsure. Employee recognition and valuing contributions were perceived positively, with 45% strongly agreeing and 45% agreeing. Only 8.3% disagreed, and less than 1% expressed strong disagreement or uncertainty.

Table 3: Factors Affecting Health Worker Performance and Productivity at University College Hospital

Variables	Frequency	Percentage
The availability of necessary medical equipment and supplies positively influences the performance of health workers at UCH. Agree Strongly agree	93 27	77.5 22.5
Adequate staffing levels contribute to the productivity of health workers at UCH. Agree Strongly agree Disagree Strongly disagree Not sure	53 59 4 2 2	44.2 49.2 3.3 1.7 1.7
Training and professional development opportunities have a positive impact on the performance of health workers at UCH. Agree Strongly agree Disagree Not sure	63 50 5 2	52.5 41.7 4.2 1.7

<p>Clear and effective communication from management enhances the performance of health workers at UCH.</p> <p>Agree Strongly agree Disagree Strongly disagree Not sure</p>	<p>57 54 6 2 1</p>	<p>47.5 45.0 5.0 1.7 0.8</p>
<p>Adequate recognition and rewards for good performance positively influence the productivity of health workers at UCH.</p> <p>Agree Strongly agree Disagree Strongly disagree</p>	<p>62 46 11 1</p>	<p>51.7 38.3 9.2 0.8</p>
<p>Regular feedback and performance evaluations help in boosting the productivity of health.</p> <p>Agree Strongly agree Disagree Strongly disagree Not sure</p>	<p>65 47 6 1 1</p>	<p>54.2 39.2 5.0 0.8 0.8</p>
<p>Fair and transparent performance evaluation processes positively influence health worker performance and productivity at UCH.</p> <p>Agree Strongly agree Disagree Strongly disagree</p>	<p>60 38 17 5</p>	<p>50.0 31.7 14.2 4.2</p>
<p>Recognizing and rewards for outstanding performance are effective motivators for health worker at UCH</p> <p>Agree Strongly agree Disagree Strongly disagree Not sure</p>	<p>55 50 12 2 1</p>	<p>45.8 41.7 10.0 1.7 0.8</p>

Table 3 reveals the key factors influencing health worker performance and productivity at University College Hospital (UCH). A substantial proportion of respondents (77.5%) agreed, while 22.5% strongly agreed, that the availability of necessary medical equipment and supplies positively affects their performance. In terms of staffing levels, 49.2% strongly agreed and 44.2% agreed that adequate staffing contributes to productivity, with only a small percentage disagreeing (3.3%) or strongly disagreeing (1.7%).

Training and professional development opportunities were also seen as significant contributors to performance, with 52.5% agreeing and 41.7% strongly agreeing that such opportunities enhance productivity. Similarly, 47.5% of respondents agreed, and 45.0% strongly agreed, that clear and effective communication from management boosts performance, with minimal disagreement.

Recognition and rewards were viewed as vital factors in motivating health workers, with 51.7% agreeing and 38.3% strongly agreeing that adequate recognition positively impacts productivity, though 9.2% disagreed. Regular feedback and performance evaluations were similarly valued, with 54.2% agreeing and 39.2% strongly agreeing that they enhance productivity.

Regarding performance evaluation processes, 50.0% of respondents agreed and 31.7% strongly agreed that fair and transparent evaluations influence productivity, though 14.2% expressed disagreement, and 4.2% strongly disagreed. Finally, recognition and rewards for outstanding performance were seen as effective motivators, with 45.8% agreeing and 41.7% strongly agreeing, while only 10.0% disagreed and 1.7% strongly disagreed

Table 4: The Relationship Between Management Leadership Style and Health Worker Performance and Productivity at University College Hospital

Variables	Frequency	Percent
A transformational leadership style positively influences health worker performance and productivity.		
Agree	96	80.0
Strongly agree	21	17.5
Disagree	3	2.5
A transactional leadership style positively influences health worker performance and productivity.		
Agree	57	48.3
Strongly agree	58	39.2
Disagree	5	7.5
A laissez-faire leadership style negatively affects health worker performance and productivity		
Agree	73	60.8
Strongly agree	37	30.8
Disagree	6	5.0
Strongly disagree	3	2.5
Not sure	1	0.8
A democratic leadership style positively influences health worker performance and productivity.		
Agree	57	47.5
Strongly agree	49	40.8
Disagree	9	7.5
Strongly disagree	1	0.8
Not sure	4	3.3
An authoritarian leadership style negatively affects health worker performance and productivity.		
Agree	55	45.8
Strongly agree	43	35.8
Disagree	18	15.0
Strongly disagree	2	1.7
Not sure	2	1.7

A participative leadership style positively influences health worker performance and productivity.		
Agree	58	48.3
Strongly agree	47	39.2
Disagree	9	7.5
Strongly disagree	4	3.3
Not sure	2	1.7
A supportive leadership style positively influences health worker performance and productivity.		
Agree	58	48.3
Strongly agree	47	39.2
Disagree	13	10.8
Strongly disagree	1	0.8
Not sure	1	0.8
A directive leadership style negatively affects health worker performance and productivity.		
Agree	42	35.0
Strongly agree	46	38.3
Disagree	18	15.0
Strongly disagree	9	7.5
Not sure	5	4.2

Table 4 presents the relationship between various management leadership styles and the performance and productivity of health workers at University College Hospital (UCH). The majority of respondents, 80.0%, agreed that a transformational leadership style positively influences health worker performance and productivity, with 17.5% strongly agreeing and only 2.5% disagreeing. A similar trend was observed for transactional leadership, with 48.3% in agreement and 39.2% strongly agreeing, while 7.5% disagreed.

In contrast, the data indicate that a laissez-faire leadership style is perceived negatively, as 60.8% agreed and 30.8% strongly agreed that it adversely affects performance and productivity. Only a small portion, 5.0%, disagreed. Similarly, 45.8% of respondents agreed that an authoritarian leadership style negatively impacts health workers' performance, with 35.8% strongly agreeing and 15.0% disagreeing.

On the other hand, democratic leadership was seen as beneficial, with 47.5% of respondents agreeing and 40.8% strongly agreeing that it positively influences performance and productivity. The participative leadership style was also viewed favorably, with 48.3% agreeing and 39.2% strongly agreeing. Conversely, 35.0% of respondents agreed that a directive leadership style negatively impacts productivity, with 38.3% strongly agreeing, although 15.0% disagreed. Lastly, 48.3% agreed that a supportive leadership style enhances performance and productivity, with 39.2% strongly agreeing.

DISCUSSION

In assessing the socio-demographic characteristics of the respondents, the study revealed a gender balance among the participants, although females constituted a slightly larger proportion. Most respondents were within the age ranges of 25–29 and 30–34 years, representing the dominant age groups in the study. A significant portion of the respondents held a Higher National Diploma (HND) qualification, indicating a relatively well-educated workforce at the University College Hospital (UCH), Ibadan. Additionally, the majority identified as Christians and of Yoruba ethnicity, which aligns with the demographic composition of the population in Ibadan, Oyo State, a region predominantly inhabited by the Yoruba ethnic group. The predominance of Yoruba respondents is expected, given that the research was conducted in a tertiary healthcare facility located in southwestern Nigeria.

The core objective of the study was to investigate the current management leadership style implemented at UCH. The findings show that most respondents agreed that the management effectively communicates the organization's vision, goals, and expectations to employees. Effective communication is a fundamental aspect of transformational leadership, which has been associated with improved employee engagement and organizational success (Bass & Riggio, 2006). This aligns with previous studies that emphasize the importance of clear communication in healthcare settings, which leads to better alignment of employee efforts with organizational objectives (Wong et al., 2013). Furthermore, more than half of the respondents agreed that the leadership at UCH demonstrates integrity and ethical behavior in decision-making. Ethical leadership is known to foster trust and accountability, which are essential for employee motivation and organizational performance (Brown et al., 2005). Additionally, the majority of respondents acknowledged that management provides adequate support and resources for employees to succeed, highlighting the role of resource availability in enhancing workforce productivity, as reported in other healthcare studies (Duffield et al., 2011).

The study also revealed that respondents agreed that the leadership at UCH encourages innovation and creativity among employees. This is a key characteristic of transformational leadership, which encourages employees to challenge the status quo and engage in creative problem-solving (Avolio & Bass, 1991). Moreover, most respondents agreed that the management effectively delegates tasks and empowers employees, which is consistent with participative leadership styles that foster employee autonomy and accountability (Arnold et al., 2000). In addition, the majority of respondents agreed that management provides clear direction and support to team members, further emphasizing the importance of guidance in achieving organizational goals. When evaluating the factors influencing health worker performance and productivity at UCH, the availability of necessary medical equipment and supplies was cited as a critical factor. Most respondents agreed that the availability of these resources positively influenced their performance, a finding supported by literature that links resource adequacy with job satisfaction and productivity in healthcare (Aiken et al., 2012). However, less than half of the respondents strongly agreed that adequate staffing levels contribute to productivity. This highlights a potential area for improvement, as understaffing is often associated with burnout and reduced efficiency in healthcare environments (Vahey et al., 2004).

Clear and effective communication from management was also seen as a factor enhancing performance, as noted by most respondents. Effective communication between leadership and staff is essential for minimizing misunderstandings and ensuring that workers have the information they need to perform their duties effectively (Kouzes & Posner, 2002). Additionally, training and professional development opportunities were acknowledged by the majority as having a positive impact on performance. Continuous professional development is essential in the dynamic field of healthcare to ensure that workers are updated on the latest practices and technologies (Frenk et al., 2010).

In terms of recognition and rewards for good performance, the majority of respondents agreed that these positively influenced productivity. This finding is consistent with motivational theories that suggest that recognition and rewards are strong drivers of employee performance and job satisfaction (Herzberg, 1966). Almost all respondents agreed that regular feedback and performance evaluations boost productivity, a practice that has been shown to improve employee engagement and organizational commitment (Locke & Latham, 2002). Regarding the relationship between management leadership style and health worker performance and productivity at UCH, nearly all respondents agreed that a transformational leadership style positively influenced their performance. Transformational leadership, characterized by inspiring and motivating employees to exceed expectations, has been widely recognized for its effectiveness in healthcare settings (Robinson & Garman, 2010). The majority of respondents also agreed that a transactional leadership style positively influenced performance, indicating that structured leadership that offers rewards for achieving set goals can also be effective in certain contexts (Bass, 1990).

Interestingly, the study found that a laissez-faire leadership style was perceived negatively by most respondents, as it was seen to negatively affect health worker performance. Laissez-faire leadership, characterized by a lack of direction and involvement, is often linked to poor outcomes in healthcare

settings (Skogstad et al., 2007). Similarly, less than half of the respondents agreed that an authoritarian leadership style negatively impacts performance. This style, which is highly directive and controlling, may lead to reduced job satisfaction and motivation, especially in a professional setting like healthcare, where collaboration and autonomy are critical (Gilmartin & D'Aunno, 2007).

A democratic leadership style, which emphasizes participation and shared decision-making, was seen by most respondents as positively influencing performance, though less than half strongly agreed. This supports the idea that involving employees in decision-making fosters a sense of ownership and commitment to organizational goals (Gastil, 1994). Similarly, a participative leadership style was viewed positively, with most respondents agreeing that it enhances performance, consistent with existing literature on leadership styles in healthcare (Wong & Cummings, 2007). A supportive leadership style was also widely endorsed, with most respondents agreeing that it positively influences performance and productivity. Supportive leadership, which focuses on addressing employee needs and creating a positive work environment, has been shown to improve job satisfaction and reduce stress (House, 1996). In contrast, less than half of the respondents strongly agreed that a directive leadership style negatively affects performance. While some level of direction is necessary in healthcare, overly directive leadership can stifle innovation and reduce employee autonomy, which may, in turn, lower productivity (Pearce & Sims, 2002).

In conclusion, the findings of this study align with existing research on the influence of leadership styles on employee performance and productivity in healthcare settings. Transformational, participative, and supportive leadership styles were viewed most favorably by respondents, while laissez-faire and authoritarian styles were seen as having a negative impact. The results underscore the importance of effective communication, resource availability, and recognition in enhancing health worker performance at UCH.

Conclusion

The findings of this study provide valuable insights into the relationship between management leadership styles and health worker performance and productivity at the University College Hospital. It is evident that transformational and supportive leadership styles are perceived by health workers to have the most positive impact on their performance and productivity. These leadership styles foster an environment of empowerment, effective communication, and innovation, which are crucial for enhancing healthcare outcomes. Conversely, authoritarian and laissez-faire leadership styles were associated with negative effects on performance, underscoring the importance of leadership approaches that prioritize employee engagement and support. Furthermore, the study highlights the significance of adequate staffing, availability of resources, training opportunities, and recognition of employee contributions in influencing health worker productivity. Clear communication and transparent evaluation processes were identified as critical factors in maintaining high levels of motivation and job satisfaction among health workers. These findings emphasize the need for healthcare institutions to adopt leadership models that are aligned with the needs of their workforce to achieve organizational goals. Hospital management should consider integrating transformational and participative leadership practices into their operations, ensuring that health workers are empowered, supported, and recognized. Future research should explore the longitudinal effects of these leadership styles on healthcare performance outcomes and investigate strategies for mitigating the negative impacts of authoritarian leadership.

By aligning leadership approaches with the evolving demands of healthcare environments, hospital administrators can foster a more motivated and productive workforce, ultimately leading to improved patient care and organizational efficiency.

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