

Transformational Leadership Strategies in Improving Sustainable Healthcare

Firda Vinanda¹, Wasiyem², Andini³, Winda Syafitri⁴, Salwa Mut'hia Siregar⁵, Muhammad Raihan Pratama⁶

¹⁻⁶Public Health, Public Health Sciences, State Islamic University of North Sumatra

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ABSTRACT

Sustainable healthcare is becoming increasingly important in this modern era. Transformational leadership is expected to play a key role in achieving these goals. This study uses the Literature Review method by collecting data from various accredited sources such as journals, books, and online articles. The criteria used included literature published in the last five years (2020-2024) and the relevance between keywords and results. The literature search was carried out by four methods: Search Strategy, Selection Criteria, and Quality Assessment. The results of the study show that transformational leadership strategies have a significant positive impact on the sustainability of health services. By blending dimensions in transformational leadership, organizations can improve operational efficiency, drive innovation, and build long-term commitment from the workforce. This research emphasizes that transformational leadership is an important holistic approach in encouraging the sustainability of health services in the modern era.

*Corresponding Author:

Firda Vinanda

Public Health, Public Health Sciences, State Islamic University of North Sumatra

Email: Firdavinanda6@gmail.com

INTRODUCTION

In the era of globalization and rapid technological development, the healthcare sector faces increasingly complex challenges. The quality of healthcare is not only determined by the technology and facilities available, but also by effective and visionary leadership. This is where transformational leadership roles come into play, which not only focus on achieving short-term goals, but are also committed to creating sustainable change in the healthcare system.

Transformational leadership encourages innovation and collaboration among medical personnel, increases motivation and job satisfaction, and creates an environment that supports professional development. In this context, the right leadership strategy can be key to improving the quality of health services, with a focus on sustainability and community well-being (Praditya, 2022; Sari & Yuniawan, 2021).

Transformational leadership is an approach that focuses on the attributes and behaviors of leaders needed to empower and motivate team members. Leadership style is a key element in the progress of increasing the productivity of healthcare organizations. Healthcare organizations need diverse leadership styles to work effectively to improve the healthcare sector, relying on qualified leaders who can think differently and dynamically. Effective leadership in the healthcare sector is essential to improve and refine the effectiveness of the system. In addition, transformational leaders facilitate growth and translate evidence into practice to achieve organizational goals. As such, transformational leadership is very common in nursing, inspiring and motivating for the transformation of strong cultures and organizational structures and is considered the best style of choice for leaders in the healthcare sector (Collins dkk., 2020; Hamilton, 2020; Robbins & Davidhizar,

2020).

Many previous studies have stated that the transformational leadership style is considered the dominant leadership style and the gold standard in addition, transformational leadership is closely related to the implementation of effective management that creates a high patient safety culture (Al-Thawabiya dkk., 2023). Transformational leadership, characterized by visionary thinking and inspirational behavior, motivates healthcare professionals to think creatively and embrace change. Through their guidance, leaders encourage the exploration of innovative approaches to public health issues, such as the development and implementation of advanced technological solutions or the application of evidence-based practices. By welcoming new ideas and facilitating a culture of continuous improvement, effective leaders empower their teams to drive critical progress in the strategic management of public health services (Djati, 2023).

The reason the researcher took this title is because effective leadership plays an important role in shaping the strategic management of public health services, strong leadership can encourage positive change, improve service quality, and encourage innovation in health care organizations. In this discussion, the researcher aims to explore transformational leadership strategies in improving sustainable health services.

METHODOLOGY

This research uses a literature review or literature review approach. This method serves as a way to collect data and information on a specific topic from various sources, such as journals, books, and the internet. In contrast to the direct research, this study presents a summary of a number of references from relevant books and journals, compiled in a literature review entitled "Transformational Leadership Strategies in Improving Sustainable Health Services".

The criteria for selecting literature sources include materials published in the last five years, namely between 2020 and 2024. Additionally, it is crucial to ensure a match between the keywords used and the results generated from the selected journal. The journal collection process is strategically carried out through various accredited literature platforms, such as Google Scholar and e-journals, by following systematic steps in writing a literature review. In the literature search, the researcher applied three methods, namely Search Strategy, Selection Criteria, and Quality Assessment.

RESULTS AND DISCUSSION

Leadership is the process of influencing others, both inside and outside the organization, to achieve the desired goals in a particular situation or situation. This often involves various forces such as threats, awards, authority, and persuasion (Bowdish dkk., 2021). Transformational leadership theory focuses on the ability of leaders to inspire and transform subordinates through a strong growth-oriented vision. Transformational leaders drive innovation, creativity, and team engagement. They are able to motivate subordinates to achieve better performance levels and contribute positively to the development of individuals and organizations (Hutahaean & SE, 2021).

Leadership approaches continue to evolve in line with the needs of the times, including the challenges in a complex and dynamic world. One of the leadership theories that has received a lot of attention is Transformational Leadership. This theory emphasizes the importance of a leader's ability to not only give instructions to his subordinates but also inspire and implement various strategies. Transformational leaders bring about significant change through a clear vision, strong communication, and a growth-oriented approach. The leadership strategy is (Darmaesti dkk., 2023):

- a. Talent Discovery and Development: Talent discovery and development is an important leadership strategy. Managers must be able to recognize the potential and strengths of individuals in their teams.
- b. Effective Communication: Effective communication is key in leadership. Leaders need to have the ability to communicate clearly, openly, and empathetically. Effective communication helps avoid misunderstandings and create a more productive work environment.
- c. Decision Making: Making the right decisions is an important aspect of leadership. Managers must be able to evaluate information, consider outcomes, and make wise decisions to achieve organizational goals
- d. Motivation and Inspiration: An effective leader must be able to motivate and inspire his team members. This can be achieved by providing positive feedback and recognition and creating a work environment that supports personal growth.
- e. Team Development: Team development is an important strategy to achieve high performance. Leaders should strive to build strong relationships among team members, foster collaboration, and create shared goals. You also need to make sure your team members have complementary skills and can work together effectively.

Transformational leadership has a number of advantages, such as cost efficiency, high level of commitment, actualization of human resource potential, and good interpersonal communication (Prasetyo & Anwar, 2021a). These advantages can be directly associated with the four main dimensions of transformational leadership, namely: (Nurjanah et al., 2024);

1. Pengaruh Idealis (Idealized Influence)

Transformational leaders serve as role models by creating a clear vision and values of the organization, which motivates employees to align their goals with that vision. Research by (Latifah, 2021) shows that leaders who instill a sense of pride and confidence in their teams are successfully integrating sustainability into their daily work practices. This allows the organization to build long-term trust and commitment among its employees.

2. Inspirational Motivation

Transformational leaders use effective communication to inspire and motivate employees to achieve higher goals. Study (Prasetyo & Anwar, 2021b). found that this motivation is crucial in improving the efficiency of medical teams and creating a culture that is more adaptive to changes in the health system, such as digitalization and energy sustainability.

3. Stimulasi Intelektual (Intellectual Stimulation)

This type of leader encourages employees to think creatively and find innovative solutions to operational problems. Study by (Keeping Up with the Kardashians, 2021) highlighting that organizations that support innovation through transformational leadership are able to reduce medical waste and improve resource efficiency, which is an essential element in healthcare sustainability.

4. Pertimbangan Individual (Individualized Consideration)

Transformational leadership involves a personal approach to each individual in the organization, providing training, mentoring, and recognition for their contributions, this approach is highly effective in increasing job satisfaction and reducing the turnover rate of healthcare workers, which contributes to long-term sustainability (Sutrisno dkk., 2023).

By integrating these four dimensions, transformational leadership is not only effective in improving individual and organizational performance, but also shaping a sustainable work system to face future challenges. Previous studies have provided strong evidence that this approach has the potential to be a key solution in achieving sustainability in various sectors, especially healthcare. Overall, transformational leadership strategies create positive impact through empowerment, innovation, and effective communication. This approach not only improves the quality of today's services, but also prepares the organization to face future challenges such as technological changes, resource limitations, and the need to contribute to global sustainability challenges. This strategy is one of the most important pillars in building a resilient organization that focuses on long-term growth.

CONCLUSION

The results of this study show that transformational leadership strategies have a significant positive impact on service sustainability, especially in the health sector. By integrating the core aspects of transformational leadership, companies can not only improve operational efficiency and innovation, but also drive long-term employee engagement. However, the successful implementation of this strategy requires adaptation to the organizational context, especially in the face of challenges such as large scale and the need for time to build trust. This research makes an important contribution in identifying the role of transformational leadership as a holistic approach in driving service sustainability in the modern era.

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