

THE INTERACTION OF LEADERSHIP BEHAVIORS IN THE HEALTH SECTOR WITH SUSTAINABLE GROWTH AND A SUSTAINABLE ECONOMY

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Abstract. Sustainable growth in the healthcare sector is directly linked to the enhancement of economic and organizational performance through leadership behaviors. Transformative and inclusive leadership enhances the adaptability of healthcare institutions by increasing innovation and employee engagement; this forms a critical foundation for long-term economic efficiency and sustainable growth. Service-oriented, people-centered and authentic leadership boosts employee engagement and improves patient care quality by fostering a culture of trust, transparency and collaboration; this approach paves the way for the adoption of sustainable economic practices. Green and sustainable leadership simultaneously enhances healthcare organizations' financial and ecological performance by integrating environmental responsibility and resource efficiency into strategic decisions. Adaptive and innovative leadership facilitates achieving sustainable growth targets by enabling rapid responses to changing market conditions. Consequently, multidimensional and hybrid leadership behaviors support sustainable growth at both the organizational and systemic levels by collectively steering economic, environmental and social sustainability in the healthcare sector.

Keywords: Leadership in the healthcare sector, sustainable growth, sustainable economy.

SƏHİYYƏ SEKTORUNDA LİDERLİK DAVRANIŞLARININ DAVAMLI ARTIMI VƏ DAVAMLI İQTİSADİYYATLA QARŞILIQLI ƏLAQƏSİ

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Xülasə. Səhiyyə sektorunda dayanıqlı inkişaf liderlik davranışları vasitəsilə iqtisadi və təşkilati fəaliyyət göstəricilərinin yüksəldilməsi ilə birbaşa əlaqədardır. Transformativ və inklüziv liderlik innovasiyaları və əməkdaşların işə bağlılığını artırmaqla səhiyyə müəssisələrinin dəyişən şəraitə uyğunlaşma qabiliyyətini gücləndirir; bu isə uzunmüddətli iqtisadi səmərəlilik və dayanıqlı inkişaf üçün mühüm əsas formalaşdırır. Xidmət yönümlü, insan mərkəzli və autentik liderlik etimad, şəffaflıq və əməkdaşlıq mədəniyyətini təşviq etməklə əməkdaşların təşkilata bağlılığını artırır və pasiyentlərə göstərilən xidmətin keyfiyyətini yüksəldir; bu yanaşma dayanıqlı iqtisadi təcrübələrin tətbiqinə zəmin yaradır. Yaşıl və dayanıqlı liderlik ekoloji məsuliyyət və resurslardan səmərəli istifadə prinsiplərini strateji qərarvermə proseslərinə inteqrasiya etməklə səhiyyə təşkilatlarının həm maliyyə, həm də ekoloji fəaliyyət göstəricilərini eyni zamanda yaxşılaşdırır. Adaptiv və innovativ liderlik isə dəyişən bazar şərtlərinə operativ reaksiya verilməsini təmin etməklə dayanıqlı inkişaf məqsədlərinə nail olunmasını asanlaşdırır. Nəticə etibarilə, çoxölçülü və hibrid liderlik davranışları səhiyyə sektorunda iqtisadi, ekoloji və sosial dayanıqlılığın qarşılıqlı şəkildə istiqamətləndirilməsini təmin edərək həm təşkilati, həm də sistem səviyyəsində dayanıqlı inkişafa töhfə verir.

Açar sözlər: Səhiyyə sektorunda liderlik, dayanıqlı inkişaf, dayanıqlı iqtisadiyyat.

1. Introduction

Within the dynamic and multidimensional structure of the healthcare sector, the leadership behaviors adopted by organizational leaders are among the key determinants of sustainable growth. As the sector faces numerous challenges - such as technological advancements, evolving patient needs and increasing regulatory demands, the importance of effective leadership is becoming increasingly evident. Leaders in healthcare organizations are not merely individuals who fulfill managerial functions; they are also visionaries, agents and motivators who shape the structure and direction of their institutions. The specific characteristics of various leadership behaviors - such as transformational leadership, service-oriented leadership, green leadership, adaptive leadership, authentic leadership, responsible leadership, participatory leadership, human-centered leadership and authentic leadership - have significant impacts on the outcomes of healthcare delivery, particularly in terms of fostering innovation, enhancing employee engagement and improving the quality of patient care [5; 8; 30].

Sustainable growth in the healthcare sector is defined by healthcare organizations' ability to adapt to constantly changing environmental conditions and maintain their capacity for development while simultaneously sustaining high-quality patient care. This entails a long-term commitment to both enhancing the efficiency of healthcare services and improving the overall health outcomes of the communities served. As Yıldırım [30] also emphasizes, the relationship between leadership behaviors and organizational growth holds particular significance in the context of healthcare services. Effective leaders contribute to expanding organizations' spheres of influence and sustainably increasing their service capacity by fostering a work environment that encourages innovation, collaboration and organizational resilience.

To fully grasp the critical role leadership plays in developing sustainable economic practices, it is essential to understand the multidimensional nature of the challenges faced by healthcare institutions. The sector is characterized by intense competition, rapid transformation and shifting paradigms, which compel leaders not only to adopt sustainable initiatives but also to reshape organizational culture in alignment with these principles. This interaction between leadership and sustainability can yield positive outcomes such as increased operational efficiency, strengthened institutional reputation and ultimately improved financial performance. In this context, for healthcare organizations, commitment to sustainable economic practices has become a strategic necessity - beyond a mere preference - to ensure long-term growth and organizational continuity under rapidly changing environmental and economic conditions [21].

Sustainable economic practices are defined as a comprehensive set of strategies and operations that prioritize the long-term health of economic systems while upholding the principles of environmental responsibility and social equity. Today, the growing awareness among patients regarding environmental and social issues further underscores the importance

of these practices. As Naushad [19] states, integrating sustainability into business models is a critical necessity for organizations seeking a competitive advantage. This approach not only ensures the achievement of short-term economic goals but also contributes to mitigating risks - such as environmental degradation and social instability - that could threaten organizational sustainability in the long term.

In the context of contemporary healthcare management, the concept of multidimensional leadership frameworks emerges as a fundamental approach to supporting sustainable growth. The dynamic business environment shaped by technological advancements, globalization and social transformation necessitates that organizations adopt more flexible and holistic leadership approaches. These frameworks rely on the integrated use of diverse leadership behaviors to address the complex challenges faced by modern organizations. The combined use of transformational, transactional, participatory and adaptive leadership approaches contributes to ensuring long-term sustainability by fostering an environment that encourages innovation, enhances organizational resilience and strengthens stakeholder engagement [3].

Consequently, leadership practices emerge as a fundamental element in guiding sustainable growth within healthcare institutions. The adoption of transformational leadership, service-oriented leadership, green leadership, adaptive leadership, authentic leadership, responsible leadership, participatory leadership, human-centered leadership and authentic leadership approaches enables healthcare sector leaders to effectively manage the unique challenges arising within the context of environmental, economic and social sustainability.

As the structural transformation of the healthcare sector continues, the need for sustainable and effective leadership is growing. In this context, leadership plays a critical role in building a future that prioritizes sustainable development and strengthens the provision of healing and care - the fundamental purpose of healthcare services - going beyond being merely a managerial necessity.

2. The purpose of the study

The purpose of this study is to examine the interactions between sustainable leadership behaviors in the healthcare sector and sustainable economy and sustainable growth. Specifically, the study aims to reveal the relationship between modern leadership behaviors - such as transformational leadership, service-oriented leadership, green leadership, adaptive leadership, authentic leadership, responsible leadership, participatory leadership, people-centered leadership and genuine leadership - and healthcare organizations' economic efficiency, organizational resilience and long-term growth capacity. The study aims not only to evaluate the effects of leadership behaviors on employee engagement and the quality of patient care but also to demonstrate how they contribute to the development of sustainable economic practices aligned with environmental and social dimensions. In this context, the primary objective of the study is to systematically examine the interaction between sustainable

leadership behaviors adopted in healthcare institutions and sustainable economy and sustainable growth.

3. Research methodology

This study was conducted using a literature review method to examine the interaction between sustainable leadership behaviors, sustainable economy and sustainable growth in the healthcare sector. National and international databases were searched to define the scope of the research and systematically analyze the existing body of knowledge.

The study utilized international databases such as Scopus, Web of Science and PubMed, as well as academic journals published in Turkey. During the review process, articles, reviews and books published between 2000 and 2026 were examined. The keywords used were “leadership in the healthcare sector”, “sustainable growth” and “sustainable economy”.

4. Knowledge base

The integration of technology and globalization presents both new opportunities and significant challenges regarding leadership behaviors exhibited in modern healthcare institutions. As healthcare organizations operate in a rapidly changing and uncertain environment, leaders must balance traditional methods with innovative practices that prioritize sustainability [15]. This study comprehensively examines how hybrid leadership models can leverage the strengths of different leadership behaviors to manage such complexities [10].

The theoretical frameworks and discussions addressed in the analysis reveal that sustainable leadership is not a one-dimensional phenomenon; rather, it is a multi-layered structure shaped by the interaction of numerous variables such as organizational culture, employee dynamics and market conditions [24]. Understanding the relationships among these variables is of critical importance for supporting organizational growth and ensuring sustainable economic performance. As the transformation of healthcare organizations continues, the analysis of leadership behaviors will remain a significant area of research, highlighting the need for adaptable and sustainable leadership in dynamic business environments.

The role of leadership in promoting sustainable economic practices is closely linked to various factors that determine organizational growth and long-term organizational sustainability. By supporting innovation, strengthening stakeholder engagement, upholding ethical standards and embracing technological advancements, leaders can make sustainability an integral part of organizational practices. As healthcare organizations continue to face the challenges posed by rapidly changing economic conditions, the guiding influence of leadership will remain a fundamental element in building a sustainable future. In this regard, an organization’s ability to transform and sustain its development in alignment with sustainable economic principles is directly linked to the presence of sustainable leadership practices [4].

To assess the impact of sustainability initiatives, it is necessary to consider the long-term economic outcomes resulting from leadership practices. Healthcare organizations that prioritize sustainability as a strategic priority typically achieve an increase in market share and a significant improvement in their competitive strength. By adopting sustainable practices, these organizations not only mitigate risks stemming from regulatory pressures but also address the expectations of a consumer base with growing environmental awareness. This close relationship between sustainability and economic performance highlights the critical role of strategic leadership in strengthening healthcare organizations' financial structures while promoting environmental and social responsibility [21].

However, the process of achieving sustainable growth in the healthcare sector also brings various challenges. Leaders in healthcare organizations often must balance the need to keep costs under control with the necessity of investing in sustainable practices. Economic constraints can limit the adoption of environmentally friendly technologies and practices, particularly those requiring high initial capital investment. Additionally, the risk-averse tendency commonly observed in healthcare organizations can hinder the implementation of innovative approaches, thereby preventing leaders from pursuing bolder sustainability initiatives. Therefore, overcoming these challenges requires a comprehensive and balanced assessment of stakeholder expectations, regulatory frameworks and the long-term returns on sustainability investments [15].

As Subba [26] notes, organizational growth supported by a sustainability-oriented leadership approach can trigger transformation not only at the organizational level but also within broader economic systems. When healthcare institutions adopt environmentally friendly operations and implement fair labor practices, they can influence supply chain actors and competing organizations to adopt similar practices. Such spillover effects support the realization of sustainability-focused systemic changes across the sector and contribute to the strengthening of collective action. For example, healthcare institutions prioritizing environmental responsibility can lead the way in the widespread adoption of circular economy practices by developing innovations in waste management and resource efficiency and can encourage the development of collaborative relationships among sector stakeholders.

Leadership theories provide various theoretical frameworks that leaders can draw upon in the process of motivating their teams and achieving organizational goals. When these theories are effectively applied, taking into account the unique characteristics of organizations and the contexts in which they operate, they contribute to supporting organizational growth and enhancing sustainable economic performance [10]. This directly impacts the sustainability of organizational success under increasingly competitive conditions [9].

The impact of transformational leadership on sustainable growth in the healthcare sector is largely linked to its ability to foster innovation and enhance team motivation. Transformational leaders contribute to the development of a resilient and adaptable workforce capable of operating effectively in fast-paced and complex healthcare environments by actively

involving team members in decision-making processes and valuing their perspectives [5; 8]. Indeed, in healthcare organizations that adopt a transformational leadership approach, physicians and nurses report higher levels of job satisfaction and organizational commitment. This not only boosts employee morale but also fosters innovative ideas aimed at improving processes, enhancing the quality of patient care and optimizing workflows.

Empirical evidence supporting the effectiveness of transformational leadership in achieving sustainable growth in the healthcare sector is quite robust. Numerous studies have demonstrated positive correlations between transformational leadership practices and organizational performance indicators such as patient satisfaction and clinical outcomes [13]. For example, hospitals managed with a transformational leadership approach exhibit lower staff turnover rates and higher levels of patient engagement. Ramdas et al. [22] note that transformational leadership enhances healthcare system performance by fostering a organizational environment focused on continuous learning and improvement. This emphasis on continuous development not only fosters a workforce capable of adapting to change but also improves the quality of patient care.

In contrast, the transactional leadership approach in the healthcare sector offers a structure that defines specific performance metrics and expectations for teams, rewards compliant employees and imposes penalties when standards are not met. While this approach can be effective in ensuring efficiency and consistency in patient care processes, it may also have limiting effects on employee engagement and creativity. Individuals working under transactional leadership often adhere strictly to existing protocols and may not feel sufficiently empowered to develop innovative proposals. As Yıldırım [30] notes, while this leadership approach offers advantages in terms of monitoring processes and measuring outcomes, it may fall short in fostering the flexibility and culture of innovation necessary for sustainable organizational growth in rapidly changing healthcare environments.

Transactional leadership, which is built on structured tasks and clear organizational hierarchies, yields distinct outcomes in the context of sustainable growth. While this approach is effective in ensuring compliance with existing protocols and maintaining operational stability, it may fall short in supporting the development of a culture of innovation [27]. This limitation becomes particularly evident in the healthcare sector, where agility and adaptability are critical. However, the effective use of transactional elements, such as performance-based reward systems, can make significant contributions to guiding employee behavior and strengthening patient-centered service delivery [16]. When an appropriate balance is achieved, the transactional leadership approach can contribute to the development of sustainable practices by supporting incremental innovations.

Service-oriented leadership stands out for its approach that centers on the needs of both employees and patients [7; 14]. This leadership approach, which emphasizes compassion, support and empathy, fosters a work environment within the organization that is based on trust

and encourages collaboration. This approach not only enhances employee satisfaction and organizational commitment but also ensures that patient care remains a top priority within the organization. In a service-oriented environment, individuals' more sensitive and empathetic approach to patient needs contributes to strengthening the quality of care and patient-staff relationships. This leadership approach unites diverse healthcare roles around a shared goal of improvement, fostering a strong sense of organizational belonging and purpose [7].

Authentic leadership plays a critical role in fostering a culture of trust, transparency and collaboration within healthcare organizations [3]; in this regard, it contributes to sustainable organizational growth and improved patient outcomes. Authentic leaders enhance employees' trust in the organization and support organizational learning processes through their commitment to ethical values and open communication approaches. The adoption of authentic leadership in the healthcare sector offers significant potential for sustainable growth by strengthening ethical practices, encouraging organizational learning and increasing transparency. The interaction among these elements not only improves operational performance but also enhances the quality of patient care and the overall level of health outcomes.

Sustainable leadership, on the other hand, ensures that sustainability is integrated into core business strategies by aligning healthcare organizations' goals with broader societal objectives [26; 28]. Organizations adopting this approach can secure new growth opportunities in areas such as the development of eco-friendly services, the optimization of resource use and the enhancement of operational efficiency. As Subba [26] notes, such institutions are in a more advantageous position to capitalize on sustainability-focused market trends. In this context, sustainable leadership is regarded as a fundamental element supporting long-term organizational resilience and growth amid changing market conditions.

The interplay between environmental, economic and social dimensions necessitates the adoption of a holistic approach to sustainability within healthcare institutions. Leaders' ability to manage these dimensions in an integrated manner is critical to achieving comprehensive and sustainable growth. Indeed, a healthcare institution's initiatives to reduce its carbon footprint can not only mitigate environmental impacts but also enhance economic performance by generating cost savings and create social benefits by contributing to public health. Such multidimensional and mutually reinforcing strategies highlight the critical role of leadership approaches in achieving sustainable growth; they also contribute to safeguarding health and well-being for both current and future generations.

Green leadership has emerged as a critical approach to achieving sustainable growth in the healthcare sector through its focus on sustainability and environmental responsibility [23]. As healthcare systems face the necessity of adapting to climate change and reducing their ecological footprint, green leadership offers a holistic framework that considers both patient care and environmental impacts. This approach encourages leaders not to limit themselves to focusing solely on clinical outcomes but also to evaluate the environmental consequences of operational decisions. Findings by Berniak-Woźny and Rataj demonstrate that this cultural

transformation creates positive effects on employee morale and organizational commitment and contributes to long-term organizational growth.

Adaptive leadership is another important approach that emphasizes the necessity of responding quickly and effectively to changing conditions in healthcare organizations. This leadership approach enables managers to update their strategies in alignment with new information, evolving societal expectations and environmental imperatives [15; 20]. Owotemu et al. [20] note that healthcare organizations adopting an adaptive leadership approach are not only more successful in addressing current challenges but also in developing innovative solutions aligned with sustainability goals. Given rapid technological advancements and increasing environmental sensitivities, this approach holds vital importance for the healthcare sector. Rigid and inflexible leadership approaches can lead to missed opportunities for organizational development and growth.

Authentic leadership contributes to the creation of a safe organizational environment that fosters innovative thinking within healthcare institutions. In a work environment where originality is supported, employees feel more confident in developing new ideas and engaging in innovative initiatives despite the risk of potential failure. This creates a significant advantage for healthcare organizations in adapting to rapidly changing technological advancements and evolving patient expectations. As Malik and Mehmood [18] note, authentic leaders contribute to the emergence of innovative solutions that support sustainable growth by fostering brainstorming processes, interdisciplinary collaboration and cross-team interaction. Additionally, this leadership approach supports a culture of continuous learning, enabling employees to develop their competencies and gain diverse perspectives.

Responsible leadership is based on a holistic perspective that acknowledges the interdependence of the interests of various stakeholders in the healthcare sector, including employees, patients, suppliers and the community. Leaders who adopt this approach prioritize long-term sustainability over short-term gains, guiding their organizations toward lasting success. Given that both employees and patients now expect higher ethical standards from organizations, the responsible leadership approach is gaining increasing importance. As Agarwal and Bhal [1] note, a leadership approach that integrates strategic goals with ethical values fosters more resilient organizational structures capable of adapting more easily to changing market conditions.

Participatory leadership, on the other hand, makes significant contributions to sustainable growth by encouraging employees' active participation in decision-making processes. This leadership style supports innovative thinking by strengthening employees' sense of ownership and responsibility. The participatory leadership approach, which prioritizes collaboration and collective wisdom, lays the groundwork for an organizational culture where teams can freely generate ideas and develop innovations [11]. Such an environment

significantly contributes to healthcare institutions gaining a competitive advantage, enhancing their resilience and ensuring the sustainability of their long-term growth.

Healthcare organizations that prioritize supportive and inclusive leadership not only encourage individual creativity but also position themselves strongly for long-term economic sustainability. Organizational culture forms the foundation of performance outcomes and is deeply influenced by leadership behaviors. Supportive and inclusive leaders create a culture that enhances motivation and improves employee performance by aligning individual goals with organizational objectives. According to the work of Dewi and Wibowo [11], leadership behaviors require a conscious approach to create an environment conducive to both individual and collective success through aligned and harmonized goals.

A people-centered leadership approach enhances the resilience of healthcare organizations, facilitating sustainable growth in a rapidly changing environment. Rooted in empathy and collaboration, this approach helps organizations adapt more quickly to new challenges and innovations. The culture of continuous improvement inherent in human-centered leadership encourages organizations to seek regular feedback from both patients and staff, thereby fostering an environment of continuous learning and adaptation [12]. As healthcare systems face increasing pressures related to policy changes, technological advancements and shifting patient demographics, the ability to foster a collaborative and adaptable culture has become a critical resource for achieving long-term goals.

In contrast, an authoritarian leadership approach often stifles creativity and can lead to high turnover rates. In some hospitals where traditional hierarchical structures dominate, the exclusion of employees from decision-making processes negatively impacts the potential for sustainable growth. Top-down directives, by leading to low morale and declining job commitment, threaten long-term organizational success. Therefore, the choice of leadership approaches must align with the specific contexts and challenges faced by healthcare institutions, as well as the motivation of the workforce.

In summary, the leadership approach adopted in a healthcare institution has a direct impact on sustainable growth and the sustainable economy. Transformational leadership fosters innovation and employee participation through a shared vision, while service-oriented leadership aligns employees with sustainability goals by building trust and a sense of community. While transactional leadership may provide short-term performance gains, it must be supported by inclusive and flexible strategies to achieve long-term sustainability goals. Focusing on responsible leadership, however, is emerging as a critical element in ensuring that healthcare institutions remain both relevant and viable in a sector where sustainability awareness is increasingly on the rise.

Table 1. The interaction between leadership behaviors and sustainable economy and growth in the healthcare sector

Leadership type	Economic sustainability	Growth and organizational resilience	Explanation
Transformational	Increased efficiency and investment	Employee engagement and innovation	Fosters a shared vision and motivation
Service-Oriented	Increased workforce productivity	Patient satisfaction and loyalty	A patient- and employee-centered approach
Green	Cost savings, resource optimization	Operational sustainability	Reduces environmental impact
Adaptable	Strategic flexibility	Rapid adaptation to crises	Adapts to changing conditions
Original	Creative solutions	Innovative projects	Encourages innovative thinking and a safe learning environment
Responsible	Ethical management	Long-term corporate trust	Manages stakeholder interests holistically
Participatory	Workforce motivation	Innovative practices and resilience	Increases employee participation in decision-making processes
People-centered	Increased productivity and quality	Adaptable and sustainable organizational culture	An approach based on empathy and collaboration
Authentic	Trust-based organizational stability	Sustainable learning and commitment	A leadership approach grounded in ethical values and transparency
Process-oriented	Short-term performance improvement	Limited long-term growth	Rule- and performance-focused management approach
Authoritarian	Short-term control and efficiency	Risk of low employee engagement	Top-down decision-making structure

5. Discussion

The mutual interaction between leadership behaviors and organizational growth strategies in the healthcare sector plays a critical role in guiding healthcare institutions toward economic sustainability [10; 24]. Organizations that adopt a comprehensive and integrated leadership approach not only achieve short-term success but can also create a sustainable economic environment aligned with environmental and social responsibilities [21].

The relationship between sustainable growth and a sustainable economy in the healthcare sector is multifaceted. Leaders who promote innovation, prioritize social responsibility and embrace environmental management enable healthcare organizations to create both economic and social value [4]. This approach not only supports market success but also strengthens commitment to economic practices aligned with ecological balance and social equity. Thus, healthcare organizations are steered toward a future that integrates economic well-being with environmental and social well-being; this underscores the transformative impact of strong and sustainable leadership.

The impact of sustainable leadership is multifaceted and adopting the right leadership behaviors is critical to building resilient healthcare organizations [15]. While the complexity of

the modern business environment presents various challenges, the strategic application of multidimensional leadership frameworks creates growth opportunities for healthcare organizations [10]. Integrating diverse leadership approaches enhances organizations' agility, stakeholder engagement and capacity for sustainable growth, thereby establishing a solid foundation capable of adapting to changing conditions.

Transformational leadership emerges as a key driver of sustainable performance in healthcare organizations due to its impact on employee engagement, patient care and organizational efficiency [5; 8]. By inspiring and motivating individuals, transformational leaders create an environment where healthcare professionals feel valued and empowered. This approach supports the retention of qualified staff while directly enhancing the quality of care provided to patients. Engaged employees tend to exhibit higher job satisfaction, lower absenteeism and greater dedication to their roles; this, in turn, strengthens the effectiveness of healthcare services and fosters sustainable growth.

On the other hand, transactional leadership, while effective for short-term financial performance goals, may have limitations in aligning with sustainable growth [27]. A structure- and results-oriented approach typically fosters a culture based more on compliance than commitment; it can hinder innovation and put long-term organizational sustainability at risk [2]. As healthcare organizations operate in an increasingly complex and sustainability-focused environment, it is becoming increasingly critical for leaders to evaluate and implement behaviors aligned with societal expectations and environmental imperatives.

Consequently, sustainable growth and long-term economic performance in the healthcare sector are directly linked to the strategic selection and implementation of leadership behaviors [21]. Transformational and inclusive leadership approaches empower organizations in a way that aligns with both innovation and social responsibility; while transactional leadership, though supportive of short-term goals, falls short of ensuring a sustainable growth perspective on its own. Therefore, healthcare leaders must adopt a multidimensional and hybrid leadership approach to effectively manage economic, environmental and social dimensions together.

Service-oriented leadership [14] has emerged as a critical catalyst for increasing employee engagement and satisfaction in healthcare organizations [25]. This leadership approach not only boosts staff morale by fostering a culture rooted in trust, empowerment and professional development opportunities; it also directly improves the quality of patient care. The strong link between employee well-being and patient outcomes clearly demonstrates the critical role of leadership in ensuring sustainable growth within healthcare organizations.

In the healthcare sector, the green leadership approach offers a transformative strategy that integrates sustainability into organizational strategies [23]. The strategic implementation of green practices enables healthcare leaders to positively impact not only institutional performance but also the health outcomes of the communities they serve. Green leadership, which intertwines environmental responsibility with the core functions of healthcare

management, represents a significant step toward sustainable growth. Practices aimed at reducing the ecological footprint go beyond aligning with contemporary environmental concerns; they enhance organizational resilience and performance across various areas such as innovation, employee engagement and patient care [6].

Supportive leadership, characterized by empathy, effective communication and active listening, directly influences both employee motivation and patient satisfaction in the healthcare sector [17]. Therefore, the sustainable success of healthcare organizations depends on the strategic adoption of leadership approaches that prioritize employees and uphold environmental responsibility [7; 12].

Consequently, the relationship between sustainable leadership approaches and sustainable growth in healthcare institutions is too strong to be ignored [28]. As the healthcare sector operates in an environment where demands for sustainability are increasing, leadership does not merely ensure economic success; it also plays a central role in fulfilling environmental and social responsibilities. In a complex and rapidly changing healthcare environment, achieving sustainable growth and high-quality patient care becomes difficult unless leadership approaches that empower, inspire and encourage employee participation are adopted.

6. Results

This study evaluated the effects of different leadership behaviors on sustainable growth and the sustainable economy within a comprehensive literature framework. The theoretical findings indicate that leadership approaches in healthcare organizations directly influence not only operational performance but also multidimensional outcomes such as employee engagement, quality of patient care and organizational resilience.

The findings reveal that transformative, service-oriented, green, adaptive, authentic, responsible, participatory, human-centered and authentic leadership approaches are key elements supporting sustainable growth. These leadership styles encourage innovation, strengthen organizational learning, boost employee motivation and contribute to the development of an ethics-based organizational culture. In contrast, while transactional and authoritarian leadership approaches may provide short-term operational benefits, they are found to be limited in terms of long-term sustainability.

The study also emphasizes that sustainability is not merely an economic goal but requires a holistic management approach that encompasses environmental and social dimensions. In this context, integrating leadership behaviors with environmental responsibility and social benefit is considered one of the fundamental conditions for sustainable growth in healthcare institutions.

In conclusion, achieving sustainable growth in the healthcare sector requires the adoption of hybrid and flexible leadership models that integrate multiple leadership behaviors in a context-appropriate manner, rather than relying on a single leadership approach. For

healthcare institutions to develop more resilient and adaptable structures in the face of changing environmental conditions and rising societal expectations, it is critically important that they treat sustainability-focused leadership approaches as a strategic priority.

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