

INFORMATION OF DISSERTATION

Dissrtation: “The impact of transformational leadership on employees' motivation and work performance in public hospitals in Can Tho city.”

- Major: Business Administration Code: 219030002
- Full name of PhD student: Huynh Thi Xuan Lan Year: 2021
- Scientific supervisor: Assoc. Prof. Dr. Dao Duy Huan
- Education institution: Tay Do University

1. Summary of thesis content: Transformational leadership affects motivation and work performance of employees at public hospitals in Can Tho city.

Urgency of the thesis: In the context that public hospitals are under a lot of pressure from the need to improve service quality, enhance operational efficiency and meet the increasing expectations of the people, the role of employees becomes a key factor determining the quality of health care. Clarifying the mechanisms that promote work motivation and work performance in the specific environment of public hospitals is an issue of both theoretical significance and urgent practical value. In particular, leadership style plays a central role in forming motivation and improving work performance, in which transformational leadership is considered a modern approach, suitable for the current context of innovation and digital transformation. However, in Vietnam, empirical studies on this model in the public health sector are still limited. Therefore, it is necessary to study the role of transformational leadership in promoting work motivation and work performance of employees at public hospitals in Can Tho, in order to contribute more theoretical and practical basis in the field of public human resource management.

Thesis objectives: (1) Identify the components of transformational leadership style that affect motivation and work performance; (2) Measure the level of influence and the mediating mechanism of work motivation; (3) Test the moderating role of power distance; (4) Analyze the differences according to demographic characteristics and professional functional groups; (5) Propose administrative implications to improve the effectiveness of human resource management in public hospitals. **Research model:** Based on transformational leadership theory, expectancy theory, two-factor theory and power distance theory, public service motivation theory, the proposed model tests the relationships: Transformational leadership (4 components) directly affects work performance and has a mediating effect through work motivation, with power distance as a moderating variable.

Research method: Quantitative research was conducted based on a survey of 628 health workers (doctors, nurses, technicians, administrative staff) at public hospitals in Can Tho City; the number of valid votes using PLS-SEM analysis was 504. The analysis used SmartPLS 4.0 with the following steps: measurement model assessment, structural model

testing, mediating and moderating role testing, and multi-group analysis (MGA). The overall fit was confirmed by the GoF index (0.73) greater than 0.36.

Main results: Transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individual concern) positively impacts both motivation and performance. Work motivation plays an important mediating role between transformational leadership and performance. Power distance moderated the relationship between work motivation and job performance but did not significantly moderate the direct relationship between each transformational leadership component and job performance.

Thesis contributions:

- Theory: Expanding understanding of the transformational leadership – motivation – performance relationship in the context of Vietnamese public hospitals, while clarifying the specific moderating role of power distance.
- Method: Demonstrating the applicability of the PLS-SEM method combined with multi-group analysis on a large sample in public sector organizational behavior research.
- Practice: Proposing managerial implications such as enhancing decentralization, reward mechanisms, and transformational leadership training to transform motivation into performance even in highly decentralized environments.

The researcher has published 03 articles related to the thesis product: 1) Lan Huynh Thi Xuan, Duy Dao Huan, My Nguyen Thi Dung and Han Pham Dinh (2025). How transformational leadership affects job performance among hospital employees:

Does power distance matter? Problems and Perspectives in Management, 23(2), 482-497. doi:10.21511/ppm.23(2).2025.35; 2) Huynh Thi Xuan Lan, Dao Duy Huan, Pham Dinh Han (2024). Factors affecting the work performance of public sector employees. Journal of Finance, 12(1), 80-83.

<https://epaper.tapchitaichinh.vn/files/2024/12/24/ky1thang122024/mobile/index.html>. 3) Xuan-Lan Thi Huynh, Duy-Huan Dao, Dinh-Han Pham (2024). Transformational Leadership Affects Job Performance among Hospital Employees. Pakistan Journal of Life and Social Sciences, 22(2), 24492-24505. <https://doi.org/10.57239/PJLSS-2024-22.2.001751>.

Limitations and future research directions: The study is limited to Can Tho City, so the ability to generalize the results to other provinces/cities or the private sector is limited. Self-reported data may lead to cognitive bias. The cross-sectional design limits the ability to draw causal conclusions. Future research will expand the survey to private hospitals, international hospitals and other provinces to compare differences in organizational culture and governance mechanisms; Add the variable public service motivation (PSM) to clarify public service motivation; Use longitudinal data or intervention design to evaluate the impact over time and test causality.

2. New results of the thesis:

Theoretical contributions

The study has validated and extended the transformational leadership theory in the context of public hospitals, especially in the unique healthcare environment in Vietnam. Transformational leadership, through four key factors (idealized influence, inspirational motivation, intellectual stimulation, and individualized concern), has been shown to be an important factor in promoting work motivation and improving work performance of healthcare workers. In addition, the study has applied the Public Service Motivation (PSM) theory to explain the motivational characteristics of public sector workers, specifically healthcare workers in public hospitals. The integration of PSM helps to expand the theoretical framework of motivation beyond material factors and expectations, emphasizing the role of social service beliefs, compassion, and dedication to the community in promoting work performance. This is an important new point, contributing to affirming the suitability of PSM in organizational behavior research in Vietnam.

Expectancy theory, two-factor theory and power distance theory were integrated to explain the role of work motivation as a mediating factor, and power distance as a moderating factor, in the relationship between transformational leadership and job performance. The research results have clarified the cultural differences in the Vietnamese context, where power distance plays an important role in shaping organizational behavior.

Practical contributions

The study identified key factors influencing the motivation and performance of healthcare workers, including transformational leadership style, the level of encouragement for innovation, and personal attention from leaders. These factors help public hospital managers develop appropriate strategies to enhance the motivation and performance of healthcare workers.

Identifying the role of public service motivation (PSM) helps managers better understand the professional values that healthcare workers pursue, thereby designing career development programs and recognizing achievements in line with the spirit of serving the community. This not only increases intrinsic motivation but also enhances organizational commitment.

The thesis provides specific management recommendations for leaders in the healthcare sector, including promoting inspirational leadership styles, establishing transparent reward mechanisms, and building a work environment that supports personal development.

By analyzing power distance, the study shows that management solutions need to be designed to suit local cultural characteristics, thereby enhancing employee satisfaction and commitment to the organization.

3. Applications/possibility of application in practice, issues requiring further research:

For leaders of departments, offices, and affiliated units: Creating motivation through appropriate leadership styles

One of the most important factors affecting employees' motivation is leadership style. In organizations, especially in public hospitals, leadership style can make a clear difference between highly motivated employees and those who lack motivation. Recent studies have shown that factors such as "Idealized Influence" and "Inspirational Motivation" play a key role in promoting employees' motivation. This proves that leaders need to develop and apply leadership styles that not only promote work efficiency but also create sustainable motivation for employees.

To maximize the potential of employees, leaders in public hospitals need to develop inspirational leadership skills and create a work environment where employees feel motivated and encouraged to do their best. Inspirational leadership not only helps maintain employee engagement and motivation but also encourages them to express their creativity, contribute ideas and actively participate in important organizational decisions.

One of the key elements of leadership style that has a major impact on employee motivation is the ability to project an ideal leadership model, where the leader is not only a person who directs work but also someone who inspires and motivates employees. This leadership style, known as "Idealized Influence," requires the leader to be a role model in values, ethics, and dedication to work. Leaders need to demonstrate commitment and enthusiasm for their work, and demonstrate values such as honesty, responsibility, and devotion to duty. When leaders live and work according to these values, they become a source of encouragement and inspiration for employees. In the public hospital environment, where work can be stressful and workloads can be high, the influence of an idealized leader can help employees feel connected and steadfast to the organization's mission. When employees see that their leaders are constantly striving for the common cause and always maintain high ethical standards, they will feel more responsible and automatically contribute more positively to their work.

One of the most effective ways for leaders to motivate employees is through "Inspirational Motivation". This style requires leaders to not only be the ones who give work instructions but also the ones who instill passion and aspiration in employees. Leaders need to understand that, in addition to material benefits such as salary and bonuses, spiritual support, care and understanding from leaders are also very important for employees' motivation. Leaders need to know how to listen and respond to the needs of employees. Especially in the public hospital environment, employees not only face a large workload but also have to deal with stressful and challenging situations. Leaders can motivate and encourage employees by regularly organizing conversations, providing positive feedback, understanding the difficulties that employees face, and creating opportunities for them to express their personal opinions and aspirations. When leaders show genuine concern, employees feel respected and encouraged, which in turn motivates them to work harder.

and be more creative. Another way to create inspirational motivation is through sharing the hospital's vision and long-term goals. Leaders need to make it clear why their work is important and how each individual in the hospital contributes to the overall goal. When employees feel connected to a larger goal, they will feel more motivated to contribute and do their best.

An essential element in motivating employees is to encourage them to participate in important organizational decisions. Employees will feel more responsible and committed to their work when they feel that their opinions are heard and contribute to the overall development of the organization. Especially in the public hospital environment, where many issues are related to patient care processes, resource management and service quality improvement, creating opportunities for employees to participate in management decisions not only makes them feel valued but also helps the organization make more rational and informed decisions. Leaders can do this by organizing regular team meetings where employees can contribute ideas, come up with creative solutions and discuss important organizational issues. Decisions regarding process improvements, patient care initiatives, or service development strategies can be made based on the contributions of the workforce. When employees feel involved and contribute to the decision-making process, they will feel more motivated and proactive in their work. Although spiritual factors play an important role in motivating employees, reward and recognition policies are equally important. Leaders need to have a clear evaluation and reward system to recognize the contributions and outstanding achievements of employees. Forms of rewards can include cash bonuses, promotions, or public recognition, helping employees feel that the value of their work is appreciated. In addition to material rewards, recognition from leaders also plays an important role in motivating employees. When leaders recognize employees' contributions in a timely and fair manner, employees will feel respected and appreciated, thereby increasing their motivation to work. This recognition policy needs to be implemented fairly and transparently, avoiding bias or unfairness in evaluating employees' achievements.

Finally, to create long-term motivation for employees, leaders need to focus on creating opportunities for career development and advancement. Employees need to see that they can grow and progress in their work, that their efforts and hard work will be rewarded. Leaders can organize training programs, develop skills and create opportunities for advancement for employees. When employees see that the organization cares about their career development, they will feel motivated to continue to strive and contribute more to the development of the organization. Department/office leaders need to flexibly apply leadership styles depending on the characteristics of each group of employees. For doctors, it is necessary to focus on delegating authority and encouraging in-depth research because this group is less affected by inspirational factors. For nurses and technicians, it is necessary to increase inspiration and timely recognition to maintain motivation. Nurses and pharmacists respond positively to personal attention, so leaders should create stable working conditions and take care of their welfare. For administrative workers, power distance has a strong influence on work performance, so it is necessary to build a

transparent environment, increase two-way communication and feedback. At the same time, leaders need to encourage and honor the spirit of community service of employees, thereby promoting public service motivation - an internal factor that helps maintain dedication and attachment to the organization, especially in the context of public hospitals always requiring high commitment and social responsibility. In short, to motivate employees in public hospitals, leaders need to apply appropriate leadership styles, not only through material benefits but also through spiritual care, encouragement and motivation of employees. Inspirational leadership styles, idealized influence, and encouraging participation in important decisions will help employees feel more connected and responsible for their work, thereby creating a dynamic and creative working environment.

For the human resources and training and development department: Building a leadership style that focuses on individuals

The research results show that the factor "Individual concern" plays an important role in improving the motivation and commitment of employees to the organization. Based on a 5-point Likert scale, the average values achieved are as follows: leaders pay attention to individual needs, clearly understand the desires and difficulties of employees in their work (3.78); leaders regularly guide employees to develop skills and provide orientation to improve capacity (3.77); leaders create opportunities for employees to learn and participate in meaningful projects (3.80). These values emphasize the importance of applying an individual-focused leadership style, especially in the context of public hospitals, where work pressure and the need for personalized support are increasing.

Understanding and Responding to Individual Needs: One of the core aspects of "Personal Attention" is that leaders need to demonstrate understanding and respond to the unique needs of each employee. This includes not only understanding the desires and difficulties in the job, but also finding solutions to support employees to overcome those obstacles. In the public hospital environment, where employees often face great stress and pressure, leaders' attention to personal circumstances will help employees feel empathetic and supported. For example, leaders can provide flexible working hours for employees with special needs or provide additional resources to address personal difficulties. When employees receive this attention, they will feel secure, more committed to the organization and more motivated to work.

Guidance and skill development: Another important value of the "Personal concern" factor is that leaders regularly support employees in developing skills and improving professional competence. With an average value of 3.77, the research results show that employees appreciate guidance and direction from leaders in the process of career development. In practice, leaders can organize 1:1 mentoring sessions where they give specific advice based on the ability and potential of each employee. In addition, providing periodic feedback on work performance will help employees understand their strengths, weaknesses and development opportunities. Especially in the medical field, improving professional skills not only helps employees work more effectively but also contributes to improving the quality of patient care.

Creating opportunities for learning and development: The study also found that providing opportunities for employees to learn and develop is one of the most important factors in improving work motivation, with a mean value of 3.80. In the public hospital context, this can be done through organizing professional training courses, encouraging employees to participate in research projects or taking on new and challenging tasks. For example, leaders can create opportunities for employees to participate in training programs to improve their skills, thereby helping them develop their careers and improve their work performance. In addition, encouraging employees to take on meaningful projects, such as improving patient care processes or implementing innovative solutions, not only helps them develop their skills but also increases their sense of pride and commitment to the organization.

Recommendations for implementation: Establish regular dialogues between leaders and employees to understand each individual's needs, desires and personal circumstances. Provide employees with opportunities to participate in advanced courses, professional seminars and mentoring programs. Assign employees new tasks and projects that require creativity, helping them develop their potential and feel valued in their work. Reward and recognize individual achievements in a fair and transparent manner, motivating employees to continue to develop. In addition, the analysis results by professional work group show that the impact level of "Personal Attention" varies between groups. Specifically, nurses - pharmacists and administrative workers respond positively and clearly to the attention from leaders. Therefore, HR departments need to prioritize personalized support and development programs for these groups, such as flexible work arrangements, periodic career counseling or psychosocial support, to increase engagement and work performance.

Regarding the moderating role of Power Distance, the analysis results show that H10 is accepted while H11–H14 are not supported. Based on this, the thesis proposes the following two managerial implications: The results show that Power Distance reduces the ability to convert motivation into work results (H10 is accepted) but does not directly moderate the relationship between each transformational leadership dimension and work results (H11–H14 is not accepted). This suggests two specific managerial implications: Prioritizing structural interventions: In highly decentralized hospitals, improving efficiency requires not only improving transformational leadership skills but also reducing structural barriers (e.g., increasing decision-making authority at the department level, simplifying initiative approval procedures), in order to facilitate the conversion of employee motivation into performance results.

The "Individualized Care" factor is one of the important characteristics of modern leadership style, especially in the public hospital environment. By understanding and meeting the individual needs of each employee, leaders not only help them overcome difficulties at work but also promote professional development and long-term commitment to the organization. Investing in individualized management strategies not only brings higher work efficiency but also contributes to building a positive working environment where each employee feels valued and appreciated. In addition, the human resources department should focus on integrating public service values into training and

career development programs, thereby nurturing professional pride and a spirit of social contribution – a typical internal motivation of health workers in the public sector.

For the training and development of public hospital leaders: Promoting inspirational leadership style

The research results show that the factor “Inspirational motivation” enhances the work motivation and problem-solving ability of employees in public hospitals. Based on a 5-point Likert scale, the average values recorded are as follows: hospital leaders communicate a clear and inspiring vision of the future, helping employees perceive direction and meaning in their work (3.77); hospital leaders encourage employees to develop positive thinking, focus on creative solutions and aim for larger goals (3.76); and hospital leaders set high standards, motivating employees to overcome their own limits for comprehensive development (3.75). These values emphasize the importance of inspirational leadership in the public hospital environment, where work pressure is high and continuous improvement is required to enhance the quality of health services.

In the context of public hospitals, leadership that communicates a strategic vision not only helps healthcare workers understand the organization’s development goals but also helps them feel the meaning of their work in community health care. When hospital leaders share a vision of an advanced, innovative and humane patient care environment, employees will feel that they are an important part of that mission. This motivates them to be more confident in their work, while creating a strong bond between the individual and the organization, thereby improving work efficiency and enhancing the quality of healthcare services. In addition, in the context of public hospitals, where the mission of serving the community is a core value, inspirational leadership also contributes to nurturing public service motivation (PSM) in employees. According to Perry & Wise (1990), PSM is demonstrated through a commitment to serving the social benefit and a high sense of professional responsibility. When leaders evoke the social meaning of work and emphasize the role of each employee in contributing to community health, they not only promote personal motivation but also enhance a sense of pride and dedication to the public good. This is a key factor in helping public hospitals build a team of employees who are committed to long-term work and always aim to improve the quality of health care.

A dynamic and innovative working environment is always built on the encouragement of leadership for creative thinking. In public hospitals, when leaders are not afraid to challenge traditional ways of working but always create conditions for employees to come up with new ideas, they help employees develop breakthrough solutions to improve patient care processes and internal management. The average value of 3.76 shows that hospital leaders always encourage employees to focus on solutions instead of just complaining about difficulties. Thereby, each individual is empowered and motivated to proactively seek creative solutions to better meet work requirements in a high-pressure and competitive environment.

The "Inspirational Motivation" factor is also reflected in the ability of hospital leaders to set high standards and appropriate challenges for employees. With an average value of 3.75, leaders encourage employees to go beyond their current limits by assigning them tasks that require creativity and outstanding problem-solving abilities. When employees face challenging goals, they have the opportunity to develop critical thinking skills and learn from valuable experiences, thereby not only improving their personal capacity but also contributing to improving the overall efficiency of the hospital. Such an environment creates healthy competition and encourages each individual to continuously strive, while helping the hospital maintain its pioneering position in the field of health care.

Public hospital leaders need to organize regular meetings and internal seminars to share the hospital's vision, mission and long-term goals. Using communication tools such as newsletters, videos, and emails will help ensure that the message is delivered consistently and deeply to all employees. Hospitals should establish training programs and workshops on creativity and problem-solving skills for employees. Creating an open environment where employees are encouraged to propose new ideas and are recognized for their achievements when they achieve positive results will promote innovation and creativity throughout the organization. Hospital leaders should identify specific, challenging, but achievable goals for each individual or work group.

Use applications, internal communication platforms and project management software to ensure information is shared quickly and effectively. Technology can also be applied to analyze data to assess the impact of inspirational leadership style on employee performance and creativity, thereby adjusting management strategies promptly. Providing periodic feedback through 1:1 mentoring sessions helps employees identify strengths, weaknesses and development opportunities, thereby motivating them to continuously improve themselves. Build effective internal communication channels so that employees can exchange ideas, contribute initiatives and receive direct feedback from leaders. Employee participation in the decision-making process not only helps them feel appreciated but also contributes to the flexible and timely development direction of the hospital.

In addition, the results of the multi-group analysis showed that the nursing-technician and nursing-pharmacist groups responded strongly to the inspirational leadership style. Therefore, the leadership training department should prioritize the development of skills to communicate vision and inspire a sense of responsibility for the direct management team of these groups. This will help strengthen the bond, promote the spirit of overcoming difficulties and improve work performance in the departments with the role of direct patient care. In the context of public hospitals, "Inspirational motivation" is an important element of transformational leadership style, helping to create a dynamic working environment, encourage innovation and maximize the potential of the workforce. When hospital leaders communicate a clear strategic vision, encourage creative thinking and set challenging goals, they not only increase work motivation but also stimulate problem-solving ability, improve work efficiency and improve the quality of health care services. Investing in leadership training programs, building a corporate culture that is geared

towards innovation and applying technology to support internal communication will contribute to building a strong hospital organization, where every employee feels valued and motivated to develop sustainably in the digital transformation era.

For hospital management and direct leadership: Enhance communication within the organization

In the study on the relationship between power distance and work motivation in public hospitals in Can Tho, the scales of power distance showed average values ranging from 2.82 to 2.92. This reflects a low average level of power distance, that is, leaders are not completely autocratic in the decision-making process, and there is a certain expectation of employee participation in work decisions. However, these values also indicate that, despite participation, employees are still expected to comply with the decisions of leaders without much questioning. Based on the scales and research data, the following managerial implications can be drawn, helping to moderate the relationship between work motivation and work outcomes in the public hospital environment.

Promoting two-way communication to improve work motivation: One of the important factors to improve work motivation of employees is the feeling of respect and value that they receive from their leaders. However, the scales show that in some situations, leaders are expected to make decisions without consulting their subordinates. Specifically, one of the survey questions shows that "In most situations, managers should make decisions without consulting their subordinates" (mean value: 2.83), which reflects an autocratic leadership style in some situations.

This data also shows that effective communication between leaders and employees is essential to develop work motivation. When employees feel that they are listened to and appreciated, they tend to work harder and have a long-term commitment to the organization. However, the absence of two-way communication channels can leave employees feeling inactive and unable to contribute ideas or feedback on their work. This can reduce motivation and reduce productivity. Therefore, leaders need to create an open work environment where employees can communicate directly with their superiors to share ideas, solve problems and provide feedback. Leadership policies should ensure that all employees, regardless of rank or position, can communicate directly and easily with their leaders.

Adjusting leadership style to the level of acceptance of power distance: One of the important factors in developing employees' work motivation is the feeling of respect and value they receive from their leaders. In public hospitals, power distance can affect employees' participation in the decision-making process. Survey data shows that, "In work-related matters, managers have the right to expect compliance from subordinates" with a mean value of 2.82. This indicates that in some cases, employees are expected to comply with decisions without questioning or arguing. This reflects a high level of power distance in situations that require compliance from subordinates. However, for employees who have a need for autonomy and participation in the decision-making process, leaders need to adjust their management style to match their level of acceptance of power distance.

In situations that require participation and creativity, leaders need to adopt a democratic leadership style, encouraging employees to come up with ideas and participate in decision making. This not only helps employees feel like they are an important part of the organization, but also promotes creativity and motivation. Leaders also need to understand that employee participation in decisions will help them feel more responsible for their work, thereby improving the quality of work and the overall performance of the organization. When employees can participate in the decision-making process, they will feel more powerful and confident in their work, and this will increase their motivation to work.

Power distance in an organization has a profound effect on employee motivation and work results. One question in the survey with the highest mean value was "When a senior leader makes a decision, those working for the organization should not question that decision" (2.92). This suggests an expectation of absolute compliance from employees with senior management decisions. However, when the power distance is too great, employees may feel they have no say in deciding important issues. This can lead to a lack of motivation and reduced creativity, as employees do not feel empowered to participate in the decision-making process.

Increase participation to optimize work performance: An indispensable factor in optimizing work performance of employees is their participation in work decisions. The scale values show that, although there is a certain compliance, power distance is still not a major obstacle in promoting work motivation. The data indicate that, "Workers who frequently question authority sometimes make it impossible for their managers to be effective" (2.86), but this also demonstrates that employee participation and communication can increase job performance in the right situations.

Leaders need to create opportunities for employees to participate in important decisions, while encouraging criticism and creative ideas. This not only helps employees feel more confident and committed to their work, but also creates a creative environment where everyone can contribute to the development of the organization. To do this, leaders can organize regular meetings to listen to employees' opinions, encourage them to participate in discussions on strategic decisions and improve work processes.

Strengthen leadership training on effective communication: In the public hospital environment, where power distance can affect employees' motivation, leaders need to be able to communicate effectively with their subordinates. Survey data shows that power distance has a direct impact on the relationship between motivation and work results. Therefore, leaders need to be trained to communicate transparently and effectively, and to create an environment where employees feel they can participate in important decisions. Training leaders in communication skills, listening skills, and positive feedback is important to reduce the power gap in the organization. When leaders are proactive in communication, employees feel respected and can contribute ideas without fear of rejection. Leaders need to demonstrate transparency in decisions and always be willing to listen to employees' opinions.

Notably, the multi-group analysis showed that administrative workers are the group most sensitive to power distance in the relationship between motivation and performance. Therefore, hospital leaders need to pay special attention to establishing transparent and fair feedback mechanisms for this group of employees, while encouraging them to participate more deeply in administrative decisions and process improvement. Increasing two-way communication and reducing pressure will help this group feel empowered, thereby improving initiative and work performance. Power distance not only affects the way leaders and employees interact but also plays an important moderating role in the relationship between work motivation and work results. Building an open, democratic communication environment and respecting employees' opinions will help optimize work motivation and organizational performance. In the context of public hospitals in Can Tho, leaders need to focus on reducing unnecessary power distance, increasing participation and ensuring that all employees feel heard and respected.

Particularly in the public hospital environment, participation and two-way communication not only help improve general work motivation but also stimulate public service motivation (PSM), as employees feel they have a real stake in decisions that affect the quality of public services and public health.

- For leaders in charge of human resource management and human resource development:
Adjusting leadership style according to employee groups

One of the important factors in human resource management is the ability to adjust leadership style to suit each employee group. Research results show that factors such as gender, age and education level have a significant impact on the level of employee evaluation of leadership factors. Each employee group has different needs and motivations, so leaders need to be flexible, understand and apply leadership styles to suit the characteristics and aspirations of each employee group. This will help maximize work efficiency and maintain long-term employee motivation.

Leaders cannot apply a single style to all employees. Each employee comes from a different background and situation, and may have different values, needs, and expectations. For example, female employees often appreciate personal attention and inspirational motivation from their leaders, while men tend to place more emphasis on factors such as "Intellectual Stimulation" and "Idealized Influence". Therefore, leaders need to understand these differences so that they can adjust their leadership style accordingly, bringing the highest efficiency. This is especially important in diverse work environments such as public hospitals, where there is a combination of employees of different ages, genders, and educational levels. Leaders who are aware of the factors that affect each group of employees will help them develop more appropriate and effective leadership strategies. Leaders need to constantly evaluate and adjust their leadership style to meet the needs and work goals of each group of employees.

Female employees tend to appreciate personal attention and inspirational motivation from leaders. Therefore, leaders need to pay more attention to building strong personal relationships with this group of employees. Showing interest in the personal lives and

career development of female employees will create a friendly working environment where they feel respected and supported. Leaders can apply an inspirational leadership style, showing genuine interest and being willing to listen to the aspirations and difficulties of female employees. Forms of support can include organizing direct exchanges, career counseling, or even personal development support programs such as mentoring and coaching. Inspirational leadership is not just about providing motivation, but also about creating a space where employees feel they can discuss and communicate about professional and personal issues.

In contrast, male employees tend to value factors such as “Intellectual Stimulation” and “Idealized Influence”. This means that leaders need to focus on creating a creative work environment where male employees can participate in important decisions and are encouraged to challenge and innovate at work. Leadership styles in this case should focus on developing results-oriented strategies and promoting creativity at work. Leaders can apply leadership methods that are oriented towards achieving specific goals and results, encouraging male employees to participate in breakthrough and innovative projects. This will help employees feel more proactive at work and promote their career development. Leaders also need to pay attention to inspiring male employees by communicating the ideal values and vision of the organization, thereby motivating them to strive and make more efforts at work. Young workers often have little experience and sometimes lack confidence in their work. For this group, leaders need to show interest in their career development, while inspiring and motivating them to reach their full potential. The appropriate leadership style for young workers is one that inspires them to experiment, innovate and participate in skills development activities. Leaders can apply methods such as coaching, mentoring and soft skills training programs to help young workers improve their leadership and management skills. In addition, leaders need to create opportunities for young workers to demonstrate their abilities and contribute creative ideas, while providing them with the necessary support to solve difficulties in the work process. Experienced and highly skilled workers may need less proactive leadership, instead they often want leaders who can provide clear strategic guidance and create opportunities for them to develop their leadership skills. For this group, leaders need to show respect for their experience and encourage them to participate in important organizational decisions. Leaders also need to encourage experienced workers to participate in innovative activities, contribute ideas to improve work processes and pass on their experiences to younger generations of workers. The effective leadership style for this group is a democratic leadership style, where leaders share power and create conditions for workers to contribute ideas and decisions.

Diversity in the workforce not only enhances creativity but also promotes a more flexible and effective working environment. Therefore, leaders need to understand and appreciate the differences in needs, motivations and approaches to work of each group of employees. To do this, leaders need to apply a flexible leadership strategy, with different approaches to each group of employees, based on factors such as gender, age, education level and work experience. Leaders in public hospital environments need to pay special attention to

adjusting their leadership style to suit each group of employees, creating a united, creative and effective working environment. When leaders can apply flexible and appropriate leadership styles, they not only increase employee satisfaction but also improve work performance, thereby promoting the development and prosperity of the organization.

Particularly in the public hospital environment, where the mission of serving the community is an important driving force, leaders need to create conditions for employees to promote their motivation to serve the public. Applying a flexible leadership style that both meets individual needs and emphasizes the social value of work will help strengthen PSM, thereby promoting sustainable dedication. For example, nursing and technical staff are often under high pressure in patient care, so denying their role in contributing to community health will increase their sense of professional pride and organizational commitment. In short, adjusting leadership style according to employee groups is an important factor in improving work motivation and work efficiency in the organization. Leaders need to clearly understand the differences between employee groups and apply appropriate leadership strategies, thereby helping each employee feel respected and motivated, while maximizing their capacity. In particular, the results of the multi-group analysis by professional job show that the level of response to transformational leadership components varied depending on the occupational title group. This suggests the need to personalize leadership styles according to the characteristics of each job group. For example, the nursing-technical group responded strongly to the factors "Work motivation" and "Intellectual stimulation", while the medical group was more influenced by "Intellectual stimulation" but less sensitive to "Personal care". Therefore, leaders need to design communication content, communication, work assignment, and training to suit the professional competence and career expectations of each group, instead of applying a uniform approach. Flexibility in leadership style will not only create a harmonious working environment but also promote creativity, engagement, and dedication from employees.

Can Tho, October 7th, 2025

Academic Instructor



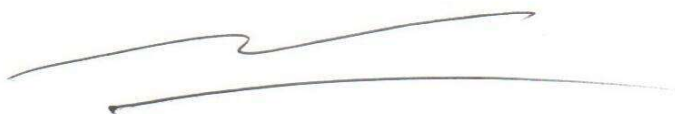
Associate Professor. PhD. Dao Duy Huan

PhD student



Huynh Thi Xuan Lan

Confirmation of the Faculty of Specialization



PGS. TS Đào Duy Hoàn