

LITERATURE STUDY: RESPONSIVE LEADERSHIP AND EFFECTIVE COMMUNICATION IN ENHANCING HEALTHCARE TEAM PERFORMANCE

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ABSTRACT

In an increasingly complex healthcare environment, responsive leadership and effective communication have emerged as key pillars supporting healthcare team performance. This study aims to uncover the dynamic relationship between these two elements and their impact on healthcare outcomes. The method employed is a literature review, focusing on relevant recent studies, including articles published in the last five years. The analysis results indicate that responsive leadership significantly enhances open and collaborative communication among team members, which, in turn, strengthens trust and coordination. Furthermore, effective communication not only contributes to improved team performance but also influences job satisfaction and patient care outcomes. By emphasizing the synergy between responsive leadership and effective communication, this research concludes that both are essential in creating a productive and harmonious work environment. The generated recommendations highlight the need for developing responsive leadership skills and creating supportive communication channels to achieve optimal team performance in healthcare services.

Key words: responsive leadership; effective communication; team performance; healthcare

INTRODUCTION

In the era of globalization and dynamic changes in the healthcare sector, the demands on the performance of healthcare teams have risen significantly. Responsive leadership and effective communication emerge as two key elements that can facilitate the enhancement of team performance in this complex environment. According to Burns (1978) in his transformational leadership theory, a leader not only manages but also inspires and motivates team members to achieve common goals. In this context, Goleman (2020) emphasizes that responsive leadership involves a leader's ability to understand the emotional and practical needs of team members and to respond in ways that support and empower them.

A leader is someone who carries out tasks and responsibilities, possesses habits, traits, personalities, and distinctive qualities that set them apart from others, and has the ability to guide and influence others through attitudes and actions to solve problems within communities, families, organizations, or society at large. A leader can create conditions that allow their followers to collaborate in achieving desired outcomes. Furthermore, a leader must adapt to align with their environment and subordinates or employees. Therefore, to foster cooperation in achieving goals, strong collaboration between superiors and subordinates, as well as among employees, is essential (Muh. Anwar HM et al., 2023).

Responsive leadership refers to a leader's ability to understand and respond to the needs and aspirations of team members and the ever-changing environment. This theory emphasizes the importance of adaptability, empathy, and team involvement in decision-making (Hoch & Dulebohn, 2017). Responsive leaders not only provide direction but also create space for dialogue and collaboration, ensuring that team members feel valued and motivated to contribute their best.

Effective communication is also recognized as a vital foundation for building solid and high-performing healthcare teams. The interpersonal communication theory by Rogers and Kincaid (1981) highlights the significance of open dialogue, active listening, and constructive feedback in facilitating better understanding and collaboration among team members. Research by McDaniel et al. (2019) indicates that healthcare teams with clear and structured communication channels tend to be more effective in sharing information, coordinating actions, and resolving conflicts. Additionally, Kahn et al. (2022) found that effective communication positively correlates with higher job satisfaction levels among healthcare team members, which, in turn, contributes to improved overall team performance.

The integration of responsive leadership and effective communication creates a powerful synergy in enhancing healthcare team performance. Responsive leaders can foster an open and inclusive communication climate, where team members feel safe to share ideas, concerns, and feedback. According to a study by Wang et al. (2023), leaders who can integrate effective communication principles into their leadership style tend to be more successful in building adaptive, innovative, and results-oriented teams. This aligns with the concept of "shared leadership," which emphasizes the importance of distributing leadership roles among team members to enhance collaboration and better decision-making.

METHOD

Research Type

This study employs a descriptive qualitative research method, utilizing literature review as the data collection technique. A literature review involves examining data from various reference books and previous research findings that are relevant to the study, aiming to establish a theoretical foundation for the issues being investigated.

In writing this journal, the focus is on gathering and analyzing data related to the implementation of leadership styles in enhancing team performance from various relevant written sources. Through the existing literature review, researchers can identify gaps in previous studies and develop convincing arguments to support the research hypothesis. This literature review not only provides a strong theoretical foundation but also enables researchers to integrate different perspectives and findings from multiple sources.

Data Analysis Technique

The data analysis method used in this research follows the model proposed by Miles and Huberman, which outlines that data analysis activities include data reduction, data presentation, and conclusion drawing. In this study, data were obtained from scholarly articles and journals that align with the research topic. The collected data were then narrated, analyzed, and critically examined in a systematic manner, and subsequently presented in a narrative format.

RESULTS

Table 1. Analysis of Responsive Leadership and Effective Communication

No	Title	Authors & Year	Method	Findings
1	Responsive Leadership in Healthcare Services: A Literature Review	Sari et al. (2021)	Literatur Review	Found that responsive leadership enhances patient satisfaction and team performance.
2	Emotional Intelligence and Responsive Leadership: A Literature Review	Rahmawati et al. (2021)	Literatur Review	Leaders' emotional intelligence positively influences responsive leadership and team communication.
3	Leadership Interaction and Communication in Healthcare Teams: A Literature Review	Kurniawan et al. (2021)	Literatur Review	The combination of responsive leadership and effective communication yields better outcomes.
4	A Review of Responsive Leadership in Healthcare Settings	Smith et al. (2021)	Literatur Review	Found that responsive leadership increases team engagement and satisfaction.
5	The Impact of Responsive Leadership on Communication in Hospitals: A Literature Review	Santoso et al. (2022)	Literatur Review	Found that responsive leadership creates a positive communication climate.
6	Collaboration and Communication in Health Leadership: A Literature Review	Prasetyo et al. (2022)	Literatur Review	Concluded that effective collaboration and communication enhance healthcare team performance.
7	Effective Communication in Healthcare Teams: A Systematic Review	Adi & Putri (2022)	Literatur Review	Good communication contributes to improved service outcomes and job satisfaction.
8	Leadership Styles and Team Performance in Healthcare: A Literature Review	Nugroho et al. (2023)	Literatur Review	Responsive leadership styles are positively correlated with team performance in hospitals.
9	Responsive Leadership is Positively Related to Effective Communication in Healthcare Teams	Zhang et al. (2023)	Literatur Review	Responsive leadership is positively associated with effective communication in healthcare teams.

Table 1. Illustrates that responsive leadership, effective communication, and team engagement are interrelated elements crucial for enhancing the quality of healthcare services. Among the nine articles reviewed, three articles indicate that responsive leadership significantly contributes to improved team performance and member engagement. One article emphasizes the positive relationship between responsive leadership style and effective communication. Another article highlights the role of collaboration and effective communication in

enhancing healthcare team performance. Additionally, one article points out the positive influence of leaders' emotional intelligence on responsive leadership and communication within teams. The remaining three articles focus on the importance of effective communication and a positive work climate.

DISCUSSION

In general, a leader is someone who can use their power to influence how others behave in the workplace. This includes the ability to direct and influence others by assigning tasks and guiding them, a concept known as power. According to Stoner, a leader has a better chance of being effective if they have access to more sources of power (Aprilia et al., 2021).

The concept of leadership is closely linked to how a leader's style enables them to appreciate the outcomes, conditions, and goals of the organization they lead. Leadership style also affects the extent to which leaders understand the potential and effectiveness of their organizations and their ability to lead them toward better outcomes in society. This aligns with the view that management practices in government require leaders with a broad knowledge base and integrity to influence and enhance organizational performance and the quality of services provided to the community (Fauzi et al., 2020).

An ideal character for a leader is crucial for the paradigm shift toward patient-centered healthcare services. Leaders who possess vision, intelligence, sensitivity, initiative, and creativity in problem-solving, along with honesty, risk acceptance, and a willingness to sacrifice for their responsibilities, will foster trust among their followers. This trust enhances the belief that leaders can unify and guide their groups toward achieving organizational goals (Sima et al., 2023).

According to Caldwell and Spinks, responsive leadership is defined as accountability within the information-sharing process with others, particularly when assessing a program. Ronald Heifetz and Martin Linsky argue that responsive leadership focuses more on quick reactions to urgent changes or crises. Responsive leaders are capable of addressing crisis situations swiftly and effectively, guiding their teams to promptly tackle emerging issues. This theory emphasizes the importance of speed and accuracy in decision-making (Arafat et al., 2023).

Responsive leadership not only focuses on the interactions between leaders and team members, but also involves the development of an organizational culture that supports collaboration. According to Bagnasco et al. (2023), an inclusive and open organizational culture allows team members to actively participate in decision-making processes. Responsive leaders can facilitate this process by inviting team members to share their ideas and feedback, which strengthens their sense of ownership and accountability for the team's outcomes. Thus, a culture built on communication and participation will contribute to enhanced team performance.

Responsive Leadership in Healthcare is a study that analyzes various theories and concepts of leadership relevant to the healthcare sector, focusing on leadership that can adapt and respond to changes to enhance the quality of healthcare services (Sari et al., 2021). Responsive leaders are able to listen to and accommodate the needs and expectations of their team members, thereby creating a more positive work environment. This aligns with transformational leadership theory, which emphasizes the importance of leaders engaging in understanding and fulfilling individual needs within the team (Bass, 1985).

Emotional intelligence also plays a crucial role in shaping responsive leadership. Rahmawati et al. (2021) demonstrate that leaders with high emotional intelligence tend to be more effective in communication and in building strong relationships with team members. This capability allows them to respond appropriately to the emotions and needs of the team, thereby enhancing the quality of interactions and collaboration. Goleman's (1995) emotional intelligence theory supports this view, asserting that leaders with strong emotional abilities can influence team dynamics and improve work motivation.

The interaction between responsive leadership and effective communication has become a focal point in many studies. Kurniawan et al. (2021) conclude that the combination of responsive leadership style and open communication yields better outcomes in healthcare teams. Leaders who can communicate clearly create a positive communication climate, facilitating the flow of information and reducing the potential for conflicts. Interpersonal communication theory, which underscores the importance of effective communication in achieving common goals (Hargie, 2011), aligns with these findings.

Communication is the process of conveying information to the recipient, either directly or indirectly. It involves the sending and receiving of information or messages between two or more individuals effectively, ensuring that the intended message is understood. According to Syamsuddin & Firmansyah (2016, as cited in KUSDARANTO et al., 2022), communication is a process of forming, delivering, receiving, and processing messages that occur within an individual or between two or more individuals for a specific purpose. Sinambela (2016, as cited in KUSDARANTO et al., 2022) further emphasizes that communication is a process of message formation, delivery, reception, and processing.

Effective communication serves as a bridge connecting various elements within healthcare teams, enabling the accurate and timely exchange of information. Research by Nanjundeswaraswamy and Swamy (2022) emphasizes that clear and structured communication, supported by the appropriate use of technology, can reduce medical errors and enhance patient safety. Furthermore, effective communication allows team members to share their knowledge and experiences, contributing to ongoing professional development and learning. In the context of responsive

leadership, leaders act as facilitators of communication, ensuring that all team members have the opportunity to express their opinions and that relevant information is accessible to everyone involved.

Rodriguez et al. (2023) found that interprofessional training and team development can help address these challenges by enhancing understanding and appreciation of diverse perspectives. Additionally, high work pressure and limited resources can hinder efforts to implement optimal leadership and communication practices.

Borkowski et al. (2024) highlight that training focused on interpersonal communication skills can enhance team members' abilities to collaborate and resolve conflicts effectively. By providing appropriate training, healthcare organizations can ensure that all team members, regardless of their professional backgrounds, possess the skills to communicate effectively and responsively to the needs of their colleagues.

Santoso et al. (2022) also highlights the positive impact of responsive leadership on the communication climate in hospitals. Their findings indicate that when leaders create space for dialogue and feedback, team members feel more valued and motivated to contribute. A positive communication climate has the potential to enhance engagement and job satisfaction, which are critical elements in achieving high team performance. Kahn's (1990) employee engagement theory reinforces this finding, stating that team member engagement significantly contributes to productivity and service quality.

Mutairi et al. (2024) demonstrate that healthcare teams led by responsive leaders with effective communication tend to experience higher job satisfaction, lower turnover rates, and improved service quality. Responsive leadership and effective communication also contribute to enhanced innovation and creativity within healthcare teams, which are essential for addressing the ever-changing challenges in the healthcare environment.

Regarding team collaboration, research conducted by Prasetyo et al. (2022) concludes that effective collaboration among healthcare team members is significantly influenced by responsive leadership. Leaders who support collaboration and communication among team members create a synergy that allows the team to work more efficiently and effectively. Collaboration theory in healthcare settings suggests that good interaction among team members contributes to improved service outcomes (Denison, 1996). Therefore, it can be concluded that responsive leadership and effective communication not only enhance individual performance but also drive the achievement of collective goals within healthcare teams.

CONCLUSION

Responsive leadership and effective communication have been shown to play a crucial role in enhancing team performance. Leaders who possess emotional intelligence, integrity, and the ability to adapt to change can create a positive work environment, facilitate collaboration, and strengthen team member engagement. Research indicates that the combination of leader responsiveness and open communication not only fosters trust and job motivation but also encourages the achievement of collective goals and the improvement of service quality within healthcare organizations. Consequently, these two aspects serve as fundamental foundations for the overall success of the team.

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