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**Measuring the Mediating role of Social Intelligence between
Leadership and Job Performance in Private Health Sector of Pakistan**

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ABSTRACT

The work environment is continuously changing. To deal with this changing environment, in the health sector, job performance is one of the most concerning and investigating topic. Job Performance is playing the major role in organizational success and growth. Increasing Job Performance of the health care employees is significantly important as it is directly associated with the patients and human lives. Organizational success is mainly depending on the employees. Leaders can influence and motivate the employees in the organizational setting. In the health care sector, to enhance the performance of the employees it is becoming important to adopt the role of transformational leadership. This leadership style with high social intelligence has a capacity to influence job performance. The objective of this study is to determine the role of transformational leadership on job performance through the mediating role of social intelligence. Social intelligence act as a mediator between transformational leadership and job performance in this study. Islamabad and Rawalpindi were the main source of data collection. Size of 530 respondents were included in the final analysis. To gathered the data convenience sampling technique was used. Smart PLS 4 software was used to measure the results and structural equation modeling was used to test the hypotheses of the study. The results of this study confirms that social intelligence mediates the positive relationship between transformational leadership and job performance in the healthcare sector of

Pakistan. The results are significantly important of this study for others industries of the Pakistan which are concerned with these variables.

Keywords: Leadership, Job Performance, Social Intelligence, Health Care Professionals, Structural Equation Modelling

Introduction

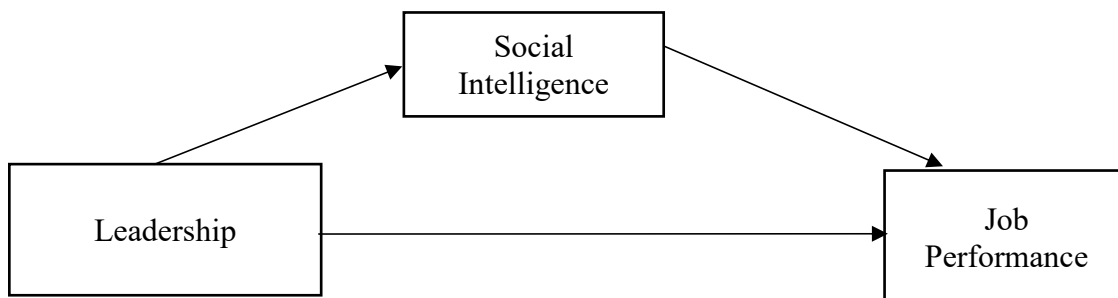
The healthcare sector is considered one of the most challenging industries globally, as it directly deals with the quality of human life. The healthcare sector is facing significant challenges, but the vital challenge is improving the job performance of healthcare professionals (Kwak & Kim, 2022). The ability to perform activities or technical jobs that enhance a company's "technical core" is called job performance (Jain et al., 2019). Various factors influence job performance in different industries, including leaders, motivation, skills, work experience, and organizational and environmental factors (Lee et al., 2018). Healthcare needs influential leaders due to its dynamic working environment (F.-Y. Lai et al., 2020; J. Lai et al., 2020). Influencing leaders allow employees to think independently and creatively (Asiri et al., 2016). On the other hand, poor leadership practices make healthcare professionals unhappy, unmotivated and eventually uninterested, which negatively influences their job performance (Mahmood Aziz et al., 2021). In the healthcare system, transformational leadership fosters a sense of accountability and autonomy in followers, which can increase dedication and efficacy (Hoxha, 2019). A transformational leader also encourages growth and puts research into practice to accomplish organizational goals (Alilyyani et al., 2022). As a result, transformational leadership is frequently applied in the healthcare industry, inspiring and encouraging a substantial organizational culture and structure shift (Guan et al., 2020).

Additionally, it is the most effective leadership style for healthcare professionals who wish to inspire their team members to deliver the finest care possible with increased conviction and morale. It was reported that healthcare professionals ranked lowest regarding job performance (Burky, 2023). More than 58% of adverse and undesirable patient outcomes can be avoided by enhancing job performance (Wu et al., 2022). Effective leadership is essential for improving patient care quality, and it is focused on inspiring and encouraging healthcare professionals to work toward change by providing high-quality patient care (Ghasabeh & Provitera,

2017; Lavoie-Tremblay et al., 2016). The capacity to comprehend and efficiently handle social interactions is called social intelligence. Healthcare professionals with social intelligence skills can effectively communicate, build patient relationships, and manage complex workplace interactions (Chew et al., 2020; Wu et al., 2022). Social intelligence skills, such as empathy, active listening, and social awareness, have been linked to job performance resulting in better patient outcomes, increased patient satisfaction, reduced medical errors, and improved health outcomes (Lim Ding Feng et al., 2020; Norte-Muñoz et al., 2022). Further, healthcare professionals' social intelligence skills also play a vital role in addressing healthcare disparities through understanding and adapting to patients' cultural and socio-economic needs (Wu et al., 2022). Pakistan's healthcare sector faces many challenges and opportunities in the current and future contexts, such as increasing demand, changing demographics, technological innovations, quality improvement and job performance (Zaman et al., 2021). Besides this another important challenge that healthcare organizations are facing is effectively managing its leadership. Because the role of leadership in managing is very crucial in smooth running of any system. However, more evidence is needed on the role of leadership in job performance in the healthcare sector of Pakistan. Leadership is influential in improving the healthcare sector as it provides shared goals (Squires, 2018). Leadership can effectively create efficiency among employees through their inspirational behavior (Jiatong et al., 2022).

Different leaders adopt different leadership styles and among different leadership styles, transformational leadership style is a popular one, which is scarcely explored in healthcare sector. (Al-Thawabiya et al., 2023) suggested to explore transformational leadership in the health sector in different settings. Hence, we explored this concept in context of Pakistan. Standardized and comprehensive assessment tools are needed to measure healthcare social intelligence (Barzykowski et al., 2019) Limited evidence is available on the impact of leadership and social intelligence on job performance in the healthcare sector (Alwali & Alwali, 2022; Wong & Law, 2002). However, theoretically and empirically, the role of social intelligence in the healthcare sector of Pakistan is still unclear. Therefore, assessing and developing social intelligence is critical in addressing healthcare delivery challenges in Pakistan.

Conceptual Framework



Literature Review

Leadership and Job Performance

An effective leader has a significant impact on job performance, which in turn improves organizational performance and spurs long-term growth (Kumar, 2022; Muhdar, 2015). A leader inspires others to accomplish a task while guiding the group in a way that makes it more structured and logically relevant. It involves engaging in human and social relationships and influencing others to gain organization's goals (Dubey et al., 2023). According to (Wong & Cummings, 2009), when there is effective leadership, followers are motivated to go above and beyond their capacity to suggest better ways of carrying out their responsibilities and resolving issues. Leadership and job performance are closely related. Good leaders can inspire and motivate their team, and that helps them to improve job performance and productivity within the organization (Zaman et al., 2021). However, poor leadership can negatively impact job performance and even lead to a decrease in employee morale and job performance which affects overall organizational performance. Therefore, influential leaders in organizations can provide clear direction, set realistic goals, and support their team members to enhance job performance and overall success in the workplace (Fakhri et al., 2020). However, every organization needs leadership, and leadership behavior is a critical factor that significantly affects any organization's performance by enhancing job performance (Hassan Helaly et al., 2022). Leadership can influence job performance through job design and allocating tasks, resources, and responsibilities. Leaders who provide clear job roles, autonomy, and support have been associated with higher levels of task performance and job satisfaction (Alloubani et al., 2019) Further, engaged employees are more likely to

perform well on the job. Leadership behaviors that foster employee engagement, such as communication, involvement, and support, have been linked to improved job performance (Pekaar et al., 2017). So, based on discussion we proposed the following hypothesis.

H1: Leadership has a positive impact on Job Performance

Leadership and Social Intelligence

According to (Albrecht, 2006) social intelligence is the capacity to get along well with others and a variety of practical abilities to interact successfully in any circumstance. According to (Thorndike, 1920) social intelligence is the capacity to comprehend both men and women, boys and girls, and act sensibly in interpersonal interactions. While some definitions of the term focus on an individual's cognitive traits and capacity for understanding others, others focus more on the concept's behavioral aspects, such as the capacity for effective social interaction (Sternberg & Kaufman, 2011). The ability to manage interpersonal duties and tasks more readily has been acknowledged as social intelligence. Since social intelligence impacts people in all fields, it also impacts their relationships at work and in their personal lives (Develí et al., 2022). The ability of health professionals to understand interpersonal relationships, create emotional connections, work together, and apply social interaction skills is known as social intelligence. Over time, social intelligence grows due to interacting with socials and others and seeing successes and failures in social settings (Savci et al., 2022). It also entails the capacity to assume new and contemporary roles and to cultivate appropriate behavior under circumstances and social abilities (Goleman, 2020). However, leaders that possess social intelligence can analyze the behavior of others in terms of their goals, ideas, desires, and beliefs.

It includes the capacity to communicate with intricate social networks, form intimate bonds with others, and understand the emotions of others. Leaders with higher social intelligence are said to have a more vital ability to understand others' emotions and act positively. Socially adept leaders may have strong social support networks, which can act as a safeguard and source of assistance in psychological trauma (Hassan Helaly et al., 2022; Lepore & Kliewer, 2019; Shahid, 2017). However, Hassan Helaly et al. (2022) concludes in his study that most staff nurses had leadership results at a moderate level. Leadership effectiveness was associated with

the more excellent perception of leadership outcomes, whereas leadership satisfaction was associated with the lowest view. So, based on discussion, we propose the following hypothesis.

H2: Leadership has a positive impact on Job Performance

Social Intelligence and Job Performance

Despite being a trendy term, many organizations want social intelligence. The strength of social intelligence is the power to get along with others generally, social method or case in society, and understanding of social matters of a group. According to (Larin et al., 2014) people who possess social intelligence can recognize the social myths predominating in society and reject the negative beliefs and caprices instilled in them by influential people. Moreover, social intelligence is viewed as improved social abilities enabling individuals to work with and get along with others. Further, social competency is an essential part of social intelligence, which is vital for the betterment of various study areas. Generally, social intelligence view as a multi-dimensional area. Social intelligence and emotional intelligence are viewed as two aspects of the same trait (Rahim, 2014). Other knowledge and awareness about social dimensions are the essential components of social intelligence. According to the literature, there is a consistent correlation between social intelligence and the behavior of the employees (Rahimaghaee & Mozdbar, 2017). As a result of our encounters with others, our social intelligence increases because we better grasp their emotions and can connect with them more effectively (Gardner, 2011).

We might increase our social intelligence by learning from the social settings where we have failed and succeeded. Standard terms for it include "common sense" and "TACT." We can employ social intelligence to comprehend others more fully and respond accordingly. Social intelligence helps people understand other people and listen well. Higher social intelligence individuals are more likely to support others than to condemn them. People with strong social skills are intensely aware of their perceptions and reactions. According to (Albrecht, 2006) behavior can positively or negatively impact others regarding interpersonal skills. Therefore, we are erroneous if we think social intelligence is a personality feature. (Gardner, 2011) said that social intelligence is one of a group of "intelligence" that is listed in the "multiple intelligence" theory. It is crucial when professional relationships are established.

(Hassan Helaly et al., 2022) defined social intelligence as having the "capacity to get along with others in general, social technique or case in society, understanding of group social affairs, as well as insight into stranger's transient emotions or underlying personality features." Human ability to understand and interpret the outside world, is known as social intelligence. Further, social intelligence is not just the current or contemporary definition of "smartness," but also conventional knowledge. Academics claim that interpersonal skills and tacit knowledge are both included in social intelligence (Shahid, 2017). People with social intelligence are better equipped to understand life, make it more fruitful, and even make retirement easier (Sanwal & Sareen, 2023). Similarly, a study by (Anvari et al., 2014) examined the impact of social intelligence on the professional development of healthcare professionals in Pakistan. The study found that social intelligence was positively associated with professional development and recommended that social intelligence training be included in healthcare education programs. In addition, a study by (Rahimaghaee & Mozdbar, 2017) measured the association between social intelligence with professional competencies in nurses. Based on the discussion, we proposed the following discussion.

H3: Social Intelligence has a positive impact on Job Performance

Mediating role of Social Intelligence between Leadership and Job Performance

Transformational leadership and job performance are crucial elements of success in the healthcare sector. Effective transformational leadership and high job performance can enhance healthcare service delivery and patient satisfaction (Ha et al., 2021). Social intelligence which involves the capacity to understand and navigate social interactions and situations, has been linked to successful leadership and job performance in various industries. This literature review aims to provide an overview of the literature on the relationship between social intelligence, leadership, and job performance in the healthcare sector and to test the hypothesis that social intelligence significantly affects the relationship between leadership and job performance. Social intelligence is effectively and efficiently navigating social interactions and situations in a given context. The four key domains of social intelligence are social awareness, cognition, regulation, and social skills (Brancu et al., 2016). Similarly, a study by (Lee et al., 2018) demonstrated that social intelligence

positively predicted the job performance of healthcare team members. The study found that social intelligence mediates the relationship between leadership and job performance, indicating that leaders with higher social intelligence are more likely to facilitate a positive work environment, foster collaboration, and enhance job performance among team members. Further evidence of the direct relationship between social intelligence, transformational leadership, and job performance in healthcare is provided by a study conducted by (Mohamed, 2021). The theoretical model by (Rahim, 2014) proposed that social intelligence mediates the relationship between leadership style and job performance. The authors suggested that transformational leadership, which involves effective communication, motivation, and collaboration, positively influences social intelligence, enhancing job performance. Social intelligence is critical in enhancing the relationship between leadership and job performance in the healthcare sector (Develí et al., 2022).. Therefore, the following hypothesis is proposed:

H3: Social intelligence mediates the positive relationship between leadership and job performance

Research Methodology

The data was gathered from the private hospitals of Islamabad and Rawalpindi of Pakistan. Convenience sampling technique was applied and cross sectional approach was applied to gathered the responses. Closed ended questionnaires were used to record the responses. Positivism approach was the main focus of this study. Doctors from the private hospitals such as Shifa International hospital, HBS General Hospital, Rawal Institute of Health Sciences, and Islamabad Medical and Dental College, Islamabad are the population of this study. 530 responses were selected for the final analysis. The record responses were measured through Smart PLS 4.0. Deductive research approach was adopted as the main purpose of this study is to test the hypothesis.

Table 01: Instruments Details

| Sr. no. | Indicator | Number of Items | Scale | Reference |
|----------------|------------------|------------------------|-------------------|------------------|
| | Transformational | 10 Items | Five-Point Likert | (Cicero et |

| | | | | |
|---|---------------------|----------|-------------------------|------------------------|
| 1 | Leadership | | Scale | al., 2010) |
| 2 | Social Intelligence | 21 Items | Five-Point Likert Scale | (Silvera et al., 2001) |
| 3 | Job Performance | 15 Items | Five Point Likert Scale | (Goodman, 1990) |

Results

The respondents of the study are the doctors of the private hospitals of Islamabad and Rawalpindi. Total of 530 answers were included in the final analysis. Out of these 298 were males and 232 were female doctors.

Measurement Model Assessment

The measurement of model starts by analyzing the internal consistency and reliability. Two approaches i.e. Cronbach's Alpha and Composite reliability were applied. Below Table 02 highlights the values of Cronbach's Alpha touching from 0.950 to 0.968, which meets the criteria recommended by (Sarstedt et al., 2021). It is suggested by (McNeish, 2018) to tests composite reliability, due to the deficiency in Cronbach's Alpha test. Sarstedt et al. (2021) suggested that to accept the internal consistency, the values should be greater than 0.70. Further, table 02 highlights that the values of composite reliability values, are higher than the threshold of 0.70 (Aman-Ullah et al., 2024; Hafeez et al., 2023; Hameed et al., 2023; Jahangir et al., 2022, 2024; Jahangir & Aman-Ullah, 2024; Manzoor & Jahangir, 2023; Zhao et al., 2020, 2021) . This tells us that the measurement instrument does not possess any issues related to internal consistency reliability. So, the findings can be generalized with full trust. After that, indicator's reliability is measured. As drawn in to the table 02, that all the indicators have acceptable reliability (ranging from 0.612 to 0.709), which surpass the threshold of 0.5 or higher AVE values (Aman-Ullah et al., 2024) . Further, all the factor loadings are ranging from 0.7 to 0.8, which surpass the required threshold of 0.60.

Table 02: Convergent Validity

| Constructs | Items | Indicator Reliability Outer Loading | Convergent Validity AVE | Internal Reliability Composite Reliability | Consistency Cronbach's Alpha |
|-------------------|--------------|--|--------------------------------|---|-------------------------------------|
| | | >0.60 | >0.50 | >0.70 | >0.70 |
| Social | S1 | 0.785 | 0.612 | 0.971 | 0.968 |
| Intelligence | S10 | 0.783 | | | |
| | S11 | 0.773 | | | |
| | S12 | 0.828 | | | |
| | S13 | 0.769 | | | |
| | S14 | 0.801 | | | |
| | S15 | 0.749 | | | |
| | S16 | 0.756 | | | |
| | S17 | 0.756 | | | |
| | S18 | 0.762 | | | |
| | S19 | 0.766 | | | |
| | S2 | 0.810 | | | |
| | S20 | 0.772 | | | |
| | S21 | 0.728 | | | |
| | S3 | 0.812 | | | |
| | S4 | 0.787 | | | |
| | S5 | 0.780 | | | |
| | S6 | 0.784 | | | |
| S7 | 0.814 | | | | |
| S8 | 0.807 | | | | |
| S9 | 0.795 | | | | |
| Job | J1 | 0.769 | 0.606 | 0.956 | 0.950 |
| Performance | J10 | 0.784 | | | |
| | J11 | 0.750 | | | |

| | | | | | |
|------------|-------|-------|-------|-------|-------|
| J12 | 0.790 | | | | |
| J13 | 0.784 | | | | |
| J14 | 0.778 | | | | |
| J2 | 0.767 | | | | |
| J3 | 0.787 | | | | |
| J4 | 0.772 | | | | |
| J5 | 0.794 | | | | |
| J6 | 0.785 | | | | |
| J7 | 0.788 | | | | |
| J8 | 0.787 | | | | |
| J9 | 0.765 | | | | |
| Leadership | TL10 | 0.844 | 0.709 | 0.961 | 0.954 |
| | TL2 | 0.852 | | | |
| | TL3 | 0.845 | | | |
| | TL4 | 0.850 | | | |
| | TL5 | 0.845 | | | |
| | TL6 | 0.844 | | | |
| | TL7 | 0.831 | | | |
| | TL8 | 0.838 | | | |
| | TL9 | 0.840 | | | |
| | TL10 | 0.833 | | | |

Discriminant Validity

Discriminant validity is determined by using the following method;

Heterotrait-Monotrait Ratio (HTMT)

(Kline, 2011) recommends the cut-off score for the HTMT which is 0.85. Below table 03 highlights that all the results are below the required threshold of 0.85. which confirms that discriminant validity is not a problem in this study.

Table 03: HTMT

| | Social Intelligence | Job Performance |
|-----------------|----------------------------|------------------------|
| Job Performance | 0.742 | |
| Leadership | 0.797 | 0.675 |

Structural Model

The first step of the structural model is to determine the problems related to collinearity. To measure the collinearity, VIF value is used. According to (Sarstedt et al., 2021) 5 and (Diamantopoulos & Siguaw, 2006), the cut-off value for the measurement is 3.3. Below, table 03 highlights that all the values for the instruments are ranging from 1 to 2.577. which are below than five as recommended by (Sarstedt et al., 2021) and 3.3 by (Diamantopoulos & Siguaw, 2006). So, collinearity is not as issue in this study. Further, to measure the path relationship in the study, bootstrapping technique was used to test the hypothesis. The results are presented in table 04, which highlight that the values of path coefficient are ranging from 0.131 to 0.728. Additionally, all the t-values are between 2.623 to 28.844 at the level of significant between 0.000 to 0.009. So, all the relationships are positive and accepted.

Table 04: Structural Model Assessment

| Relationship | Path Coefficient (β) | Std. Error | t-value | p-value | Decision | R ² | F ² | Effect Size | VIF |
|---|----------------------|------------|---------|---------|----------|----------------|----------------|-------------|-------|
| Social Intelligence - > Job Performance | 0.229 | 0.056 | 4.115 | 0.000 | Accepted | 0.06 | 0.065 | Small | 2.57 |
| Transformational Leadership - > Social Intelligence | 0.728 | 0.025 | 28.844 | 0.000 | Accepted | 0.53 | 1.125 | Substantial | 1.00 |
| Transformational Leadership - > Job Performance | 0.131 | 0.050 | 2.623 | 0.009 | Accepted | 0.63 | 0.022 | Small | 2.178 |

Performance

| | | | | | |
|--------------|-------|------|------|------|--------|
| Transformati | 0.167 | 0.04 | 3.91 | 0.00 | Accept |
| onal | | 3 | 0 | 0 | ed |

Leadership -

> Social

Intelligence -

> Job

Performance

Discussion and Conclusion

In the healthcare industry, social intelligence is a crucial trait. According to Develí et al. (2022), social intelligence is the capacity to comprehend and control social situations, use emotional intelligence to manage relationships, and communicate with others in an effective manner. Direct communication between medical personnel, patients, and their families is necessary for the client-based service that is healthcare. For healthcare professionals to provide outstanding care and enhance job performance results, social intelligence is essential. Any successful firm must have transformational leadership, and the healthcare industry is no exception. Higher job performance can be attained through the promotion of engagement and enhancement of job satisfaction through effective transformational leadership. Using recent research as support, this study examines the connection between social intelligence, transformational leadership, and job performance results in the healthcare industry (Crowne, 2009). Because it enables healthcare professionals to comprehend social dynamics, adjust to cultural backgrounds, and perform well in a variety of settings, social intelligence is crucial in the healthcare industry (Albrecht, 2006). In the medical field, social intelligence refers to the ability to engage with patients, offer emotional support, and establish trust. Socially intelligent healthcare professionals are able to read their patients' body language, tone of voice, and emotions, which helps them deliver higher-quality care.

Positive patient experiences are achieved when healthcare professionals possess social intelligence, which enables them to comprehend and successfully interact with their patients' needs. In 2022, Hassan Helaly et al. The ability to comprehend and effectively manage social interactions and events is known as social

intelligence. Leaders and staff can work with colleagues, communicate empathetically, handle interpersonal demands, and give patients high-quality treatment with the support of social intelligence. A study by Mohammed (2021) found that social intelligence improves the performance of doctors in Egyptian government hospitals as service providers. This impact is mediated by collective self-efficacy. The belief that a group has in its ability to complete a task or reach an objective is known as collective self-efficacy. A service provider's performance can be improved by collective self-efficacy by raising engagement, motivation, and commitment. Enhancing healthcare workers' job performance results requires social intelligence and effective transformational leadership techniques. Social intelligence enables healthcare professionals to operate well in a variety of settings, enhancing their ability to communicate with patients and, eventually, improving patient outcomes (Aprileani & Abadi, 2022). Socially intelligent healthcare professionals are able to read their patients' nonverbal signs and react appropriately, which enhances the standard of care they offer (Buil et al., 2019).

It has also been demonstrated that healthcare workers' job performance results are improved by effective transformational leadership methods. Effective transformational leadership techniques have been demonstrated to enhance organizational commitment, job performance outcomes, work engagement, and job satisfaction in healthcare companies (Zhang et al., 2020). Better patient outcomes are the outcome of healthcare leaders that prioritize fostering a happy work environment because it encourages creativity, learning, and teamwork among healthcare personnel. Enhancing healthcare workers' job performance results requires social intelligence and effective transformational leadership techniques. Healthcare workers that possess social intelligence are better able to comprehend and handle social circumstances, which enhances patient empathy and communication and, eventually, improves patient outcomes. Better patient outcomes result from the good work environment that is created by effective transformational leadership practices in healthcare companies. These approaches encourage teamwork, learning, creativity, job satisfaction, and engagement among healthcare workers. Healthcare workers' job performance results and transformational leadership are mediated by social intelligence, and a leader who

cultivates social intelligence can adopt a more patient-centered approach, which will improve performance outcomes. In summary, the healthcare industry relies heavily on social intelligence and transformational leadership techniques, which can enhance patient happiness and work performance results.

Future Implications

Practical Effects of Transformational Leadership's Effect on Work Performance in Pakistan's Healthcare Sector through Social Intelligence. Programs to improve transformational leadership skills that have a beneficial impact on job performance might be funded by organizations. Transformational leadership and work performance can be enhanced by training programs that emphasize emotional intelligence, communication, and conflict resolution. Implications for practice emphasize how crucial it is to hold courses on cultural competency for Pakistani leaders and medical professionals. In order to effectively lead a diverse healthcare team and give patients culturally sensitive care, these courses can assist individuals in gaining knowledge into various cultural values, beliefs, and practices. Leaders may establish an inclusive workplace that encourages job satisfaction and improves performance by cultivating cultural competency. Practical ramifications indicate that in order to improve interpersonal communication and teamwork among healthcare professionals, leaders in the industry should offer social skills training. Workshops on conflict resolution, effective communication strategies, and team-building activities may be part of this.

Leaders may foster a cohesive and encouraging work atmosphere and increase job performance among healthcare workers by enhancing social intelligence. The implementation of transformational leadership development programs that integrate social intelligence is advised by practical consequences for Pakistan's healthcare industry. Potential leaders should be found and developed by these programs, giving them the abilities and information necessary to successfully manage and lead their teams. Organizations may guarantee that job performance keeps improving by giving leaders social skills, cultural competency, and emotional intelligence. Based on their emotional, cultural, and social intelligence, leaders should regularly provide healthcare workers feedback and acknowledge them, according to the practical consequences. To encourage them to keep improving

these abilities, people who show improvement in these areas ought to be recognized and rewarded. Leaders can inspire and empower their staff members through praise and feedback, which will improve job performance in the healthcare industry. The application of particular tactics and practices is emphasized in the practical implications of transformational leadership's impact on job performance through social intelligence in Pakistan's healthcare industry. Leaders may help healthcare personnel become more socially intelligent by offering training, workshops, and development programs; creating a culture of support; and encouraging mentorship and coaching connections. These real-world applications have the potential to enhance work output and eventually support the provision of top-notch healthcare services in Pakistan.

Managerial Implications

Managerial Implications of Transformational Leadership's Impact on Work Performance in Pakistan's Healthcare Sector through Social Intelligence. Supervisors ought to place a strong emphasis on helping healthcare workers improve their social skills. This can be accomplished in a number of ways, including conflict-resolution training, communication workshops, and team-building activities. Managers may foster a productive workplace that encourages efficient cooperation, communication, and teamwork by raising social intelligence. Consequently, this can greatly enhance healthcare workers' job performance. In order to effectively lead and manage their teams, managers should invest in transformative skills and knowledge. Managers in the healthcare industry can foster a healthy workplace culture, increase employee engagement, and eventually improve job performance by offering transformational leadership training that prioritizes these intelligence areas. Supervisors ought to establish a nurturing workplace that promotes the growth and use of social, cultural, and emotional intelligence. Fostering open communication, encouraging a feeling of community, and appreciating the contributions of others are ways to do this. Managers may help healthcare workers develop their emotional and cultural intelligence and perform better on the job by establishing a safe and encouraging work environment. Supervisors ought to support healthcare workers' ongoing education and personal development. This can be achieved by offering professional development opportunities, including seminars, conferences, and workshops on

social, cultural, and emotional intelligence. Managers may create a culture of growth and development and improve job performance by encouraging continuous learning, which will lead to a more competent healthcare workforce. Effective transformational leadership practices that demonstrate emotional, cultural, and social intelligence should be modeled by managers. In their contacts with employees, they should exhibit empathy, cultural sensitivity, and good interpersonal skills. Managers can encourage healthcare workers to embrace transformational leadership traits by modeling and encouraging these actions, which will enhance job performance and create a happier work atmosphere. The need for managers to give priority to the development of these intelligence domains is shown by the managerial implications of transformational leadership's impact on job performance through social intelligence in Pakistan's healthcare industry. Managers may greatly improve work performance and contribute to the overall success of Pakistan's healthcare industry by investing in training, fostering a supportive atmosphere, and encouraging transformational leadership styles that reflect social intelligence.

Theoretical Implications

Theoretical Consequences of Transformational Leadership's Impact on Work Performance in Pakistan's Healthcare Sector via Social Intelligence The significance of cultural intelligence in transformative leadership is emphasized in theoretical literature, particularly in multicultural healthcare environments like Pakistan. In order to effectively lead and manage a diverse workforce, leaders with cultural intelligence are better able to comprehend and value various cultural norms, values, and beliefs. This knowledge fosters inclusive transformational leadership techniques, lessens cultural conflicts, and improves collaboration, all of which can have a favorable effect on work performance in the healthcare industry. According to theoretical ramifications, social intelligence is an essential quality for executives in the healthcare industry. High social intelligence leaders are able to comprehend and react to the feelings, actions, and motives of their followers. By fostering strong relationships, trust, and effective communication within the healthcare team, this understanding helps healthcare professionals perform better on the job. According to theoretical ramifications, the relationship between transformative leadership and employment success may be mediated by social intelligence. High social intelligence

leaders are able to build strong bonds with their followers, comprehend the dynamics of social interactions, and communicate clearly with them. By encouraging cooperation, improving teamwork, and lowering conflict in the healthcare industry, these competency categories have a favorable effect on job performance. All things considered, the theoretical ramifications emphasize how important transformational leadership traits like social intelligence are to raising employee performance in Pakistan's healthcare industry. Examining these aspects can contribute in establishing successful transformational leadership interventions and practices to promote the overall performance and well-being of healthcare workers in Pakistan.

Delimitations

The generalizability of the study's conclusions is one of its main drawbacks. The study's conclusions might not be generalizable to other businesses or nations because it focuses exclusively on Pakistan's healthcare system. Results in other healthcare industries may vary depending on organizational structures, cultural contexts, and transformational leadership philosophies. The study might use a cross-sectional design, which makes it more difficult to prove a link between work success and transformational leadership social intelligence.

More solid proof of these variables' correlations would come from longitudinal studies that monitor changes over time. When self-reported data is used, there is a chance of common method bias, which occurs when respondents give consistent answers because of the methodology rather than true relationships between the variables. This can exaggerate the associations that were found and undermine the reliability of the results.

Recommendations

To examine the connections between transformational leadership, social intelligence, and work performance over a longer time span, future research should think about using longitudinal study designs. This would offer a more thorough comprehension of the causal nature and possible durability of these interactions. A more thorough examination of these factors' dynamics and possible effects on job performance is made possible by longitudinal studies, which may also record changes in these variables over time. Mixed-methods approaches could be used in future research to collect both qualitative and quantitative data. This would enable a more thorough

examination of the experiences, viewpoints, and insights of healthcare professionals as well as a more thorough understanding of the phenomenon being studied. The results can be enhanced and a more complex knowledge of the impact of transformational leadership on work performance in terms of social intelligence can be provided by combining survey data with qualitative interviews or focus groups. Future studies could examine the ways in which social intelligence in the healthcare industry mediates and modifies the relationship between transformative leadership and job performance. A more complex knowledge of the underlying mechanisms at work might be obtained, for instance, by looking at the function of contextual elements as moderators or the role of job satisfaction as a mediator. This could make it easier to pinpoint particular transformative leadership actions or strategies that significantly alter the correlation between the relevant variables.

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