

Title: Modeling the impact of authentic leadership on healthcare professionals' motivation and service quality during COVID-19 pandemic: The Greek Case

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Abstract:

Purpose: The present study investigates the effects of authentic leadership on healthcare professionals' quality of service during the COVID-19 pandemic in the Greek healthcare system. In our empirical model we hypothesize that leadership encourages managerial practices supportive to personnel motivation, communication, and work-life balance. These effects, in turn, tend to raise professionals' job satisfaction and ultimately their service quality, a crucial performance indicator of healthcare organizations during the COVID-19 pandemic. **Design/methodology/approach**: The data reported in this study are drawn from a survey conducted in the third wave of pandemic (March – July 2021). For the needs of the research, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the model hypotheses and the statistical analysis was based on a sample of 500 healthcare professionals, working in a general hospital in Northern Greece..

Results and Conclusions: In summary, the study reveals the valuable contribution of authentic leadership and human resource management practices in motivating healthcare professionals and thus raising their performance under extremely demanding working conditions. Indeed, it was found that raising the quality of team leading will enhance employee communication and motivation through their empowerment and alleviate work-life interference. In turn, these positive effects will increase healthcare professionals' job satisfaction and service quality to patients, even under pressing working conditions.

Policy implications: Using human resource management for raising team leading quality and employee motivation can have a measurable and considerable impact on professionals' performance in health care, even under pandemic conditions.

Keywords: Healthcare professionals, team leading, service quality, COVID-19, Greece

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