

# The Role of Leader Gender in Shaping the Relationship Between Transformational Leadership and Internal Marketing: A Social Science Perspective

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## Abstract

*In today's advanced world the significant factors for technological, social, economic and psychological world are information, innovation and knowledge revolution. Organizations face huge challenges in the form of unfolding knowledge-based economies, expeditious technological developments, extreme competition and globalization. Literature reveals that these challenges can be overcome through internal marketing with the support of leadership because people are the main drivers of innovation. The purpose of this article is to investigate the mechanism of transformational leadership, internal marketing and gender in the context of teaching hospitals of Pakistan.*

*Conceptual model of leadership is extracted from the extensive review of in which direct impact of transformational leadership on internal marketing is tested. In addition to that, moderating role of gender of leader is also tested. A quantitative cross-sectional research is conducted in the natural setting to test the conceptual model of this study in which data is collected from post graduate trainees of teaching hospitals. Validity and reliability of measurement tool and hypotheses are tested using SPSS.*

*The results of hypothesis testing reveal a significant relationship between transformational leadership and internal marketing. Additionally, moderating effect of leader's gender also comes out to be significant. The finding of this research will contribute particularly into the literature of transformational leadership and behavioral and psychological literature in general. This study will provide with supportive insights to policy makers, field experts and administration of teaching hospitals especially from South Asian countries.*

**Keywords:** Transformational Leadership, Internal Marketing , Gender

**JEL Classification:** M12, I11, M54, J16, O15

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## INTRODUCTION

Global leadership has been a topic of discussion by a significant number of scholars for six decades. The fact has been duly emphasized that leadership is the most important factor for effective organizational performance and employee engagement. The association of leadership style with the gender of leader is quite evident in the literature (Eagly and Johnson, 1990). A leadership style preferred by male leader can be different from a female leader (Poulson et al., 2011). Similarly, employees working under the leader are influenced with the gender of leader (Reuvers et al., 2008). Style of leadership is important to increase satisfaction in employees and give them a better understanding that organizational goals and goals of employees are meant to be met simultaneously. This results in making employees more dedicated towards achieving organizational goals (Smith, Smoll and Hunt, 1977)

In today's world, it is important for the organizations to gain competitive advantage over others that the managers must have a proper attitude towards their employees. By following Transformational Leadership through the incorporation of internal marketing, managers can create a culture within the employees make better use of their abilities and knowledge and share innovative ideas among the coworkers and managers and gives better customer service. As a result of accurate leadership, proper management and incorporating internal marketing, human resource can be used at its full potential Therefore, it is inevitable to ignore the relation that internal marketing and transformational leadership possesses for the development of human capital.

To deliver high level of quality in service industries, internal marketing is considered a pattern of implementation of strategies, management and organizational change (Vinet and Zhedanov, 2011a). According to Farias (2010) internal marketing is a philosophy in which human resource of organization is managed on the basis of marketing. To put it another way, internal marketing is about applying marketing practices within the organization. This means that employees are considered as internal customers. Apart from that, quite a lot of researches have analyzed the role of gender in the leadership literature in which leadership style preferred by a male leader is compared with that of the female leader (Mottazi, 1986; Eagly and Johnson, 1990; Jensen, White and Singh, 1990; Eagly, Makhijani and Klonsky, 1992; Burke and Collins, 2001; Eagly and Carli, 2003; Eagly, Johannesen-Schmidt and Van Engen, 2003). The purpose of this article is to explain the mechanism through which transformational leadership works with the gender of leader and internal marketing.

### **Research Questions**

- 1 Does transformational leadership style, followed by a female leader cause a greater impact on internal marketing?
- 2 Does practicing transformational leadership cause an increase in internal marketing?
- 3 Does the gender of leader cause an impact on the relationship between transformational leadership and internal marketing?

This research holds much importance for the healthcare sector because globally the healthcare sector remains challenged by various means. The healthcare sector has to reflect their providence of high quality by showcasing state-of-the-art scientific developments and

machineries but keeping themselves under limited resources (Arah et al., 2003). Therefore, healthcare sector emphasizes latest technologies and medical solutions at the expense of soft issues of people management (Vestal and Massey, 1994; Arah et al., 2003; Wylie and Gallagher, 2009). This is the reason of keeping human resource management at low priority in most of the healthcare organizations (Harris, Cortvriend and Hyde, 2007). Therefore, there is a need of conducting research in this area that reflects the human resource management aspects in the healthcare sector along with the scientific developments. It is claimed that in health care sector transformational leadership style is more important than any other leadership styles (Morrison, Jones and Fuller, 1997; Corrigan and Garman, 1999; Dunham-Taylor, 2000)

## **LITERATURE REVIEW**

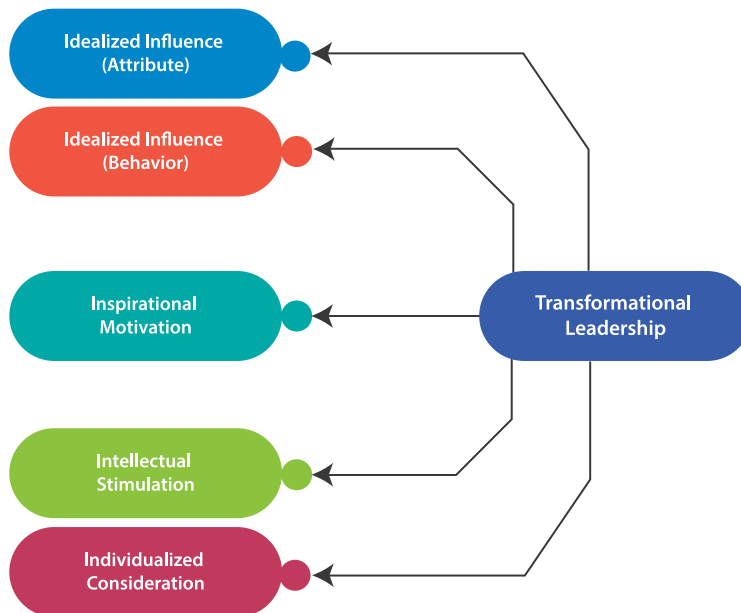
Leadership is the most extensively researched topic in the realm of Behavioral Sciences. It is believed if there is anything that plays a vital role in any organization is its Leadership because it has a direct impact on human resource and its outcomes. After going through an extensive review of research Stogdill (1974) concluded “there are almost as many definitions of leadership as there are persons who have attempted to define the concept”. For that matter, the author’s purpose is to understand the concept of leadership through Internal Marketing and how it helps in practicing Internal Marketing in the organizations. Leadership is difficult to explain because it has been defined through different phenomenon like compliance, role differentiation , power goal, group processes, interaction, goal attainment, persuasion or a combination of these (Bass, 1999b; Northouse, 2018; Yukl, 2013).

Robbins and Judge (2012) defines leadership as “the ability to influence a group toward the achievement of goals” whereas, Tosi, Mero, and Rizzo (2000) suggested “leadership is interpersonal influence in which one person is able to gain compliance from another in the direction of organizationally desired goals.”

Abasillim (2024) define leadership as “Leadership is a dynamic process of influencing individuals and groups to achieve common goals through shared vision, motivation, and adaptive strategies.”

### ***Dimension of transformational leadership***

Leadership is certainly one of the most studied subjects in the literature. In 1985, when (Bass, 1985) first operationalized the construct of transformational leadership, it included three dimensions, namely, intellectual stimulation, individualized consideration and charisma. Later, to be more specific, the term charisma has been changed into idealized influence which further divided into Behavioral idealized influence (IIB) and Attributed idealized influence (IIA). The most accepted instrument in order to measure transformational leadership is the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 2000).



**Figure 2.1:** *Dimensions of Transformational Leadership*

Source (Avolio & Bass, 2004)

### **Leadership and Gender**

Gender is the most discussed topic in the field of leadership and management sciences without any doubt. Eagly (2003) mentioned that a lot of researches have been done on the similarities and differences of male and female in the workplace. Appelbaum, Audet, and Miller (2003) mentioned that a lot of theories have been provided by research such as, whether these differences are a part of style, whether or not there is a connection of leadership with biology, whether real or perceived, whether leadership style is related to effectiveness and which leadership style induces success.

### **Gender Role**

According to social role theory, the main component in aligning behavior of the individuals to expectations of the society is gender role and individual leaders and social activities of their colleagues are enough to explain any differences (Eagly, Wood and Diekman, 2021). Socialization and gender role become a prime factor in determining both females and males' roles experiences. "Because women and men perform different social roles, they exhibit different behavior repertoires. Gender differentiation in social roles therefore produces gender differences in behavior's, abilities, and dispositional traits" (Marini, 1990). The evidence of these similarities and differences in leadership styles are provided by (Eagly, Wood and Diekman, 2021).

### **Internal Marketing:**

Berry (1981) is the one behind introducing the concept of Internal Marketing for about 4 decades ago, as a way through which quality of services is continuously enhanced (Hume and Hume, 2015). In recent couple of years, Internal Marketing has seen a rise in service sector,

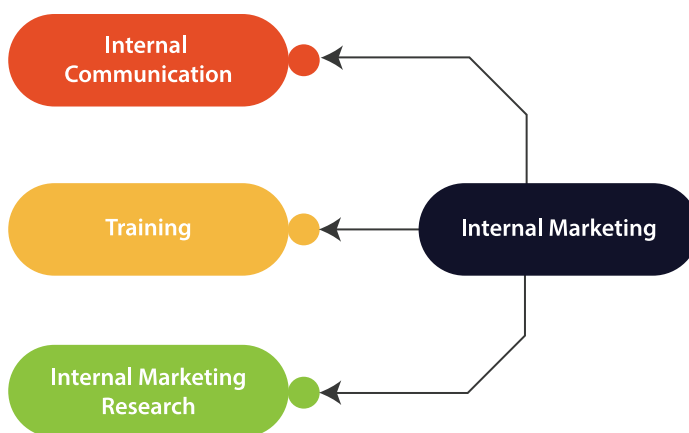
it is considered as a tool that helps service marketing personnel to deliver high end services which ultimately leads to customer satisfaction (Quester & Kelly, 1999; Bruhn & Georgi, 2000). As mentioned above, the concept of Internal marketing was initially defined by (Berry, Hensel and Burke, 1976) and since then this construct is under great debate. Internal marketing is defined as “employees as internal customer and jobs as products” (Berry, Hensel and Burke, 1976).

An organization’s internal market is formed by employees as emphasized by (Varey, 1995). In order to be focused on the organisation’s inner health and atmosphere along with the cultural values to serve the staff in the best manner, internal marketing lends a helping hand (Bowen and Ostroff, 2004). Internal marketing is about the organizations considering their employees as customers and their satisfaction is the organization’s prime focus which ultimately results in enhanced external customer service and their satisfaction (Hwang and Chi, 2005).

### ***Dimensions of Internal Marketing***

Internal marketing has been observed through different scales which resulted in multiple measures of internal marketing. A great number of researchers have recognized internal marketing as a construct with multiple dimensions ( Karasa et al., 2008; Jou et al., 2008)

A comprehensive measure has been presented by (Huang & Rundle-Thiele, 2015) that identifies the extent to which internal marketing is implemented within an organization. According to their research paper, internal communication has been identified as one of the most significant dimensions of internal marketing and its impact on employee development has been gauged. Second most important measure of internal marketing as identified by them is training as a means of getting aligned with employees on one-on-one basis, ensuring that employees’ needs and wants are properly fulfilled. Lastly, internal market research is presented as a core measure to ensure that employees’ needs and wants are fulfilled. Therefore, these dimensions have been used in this study as an investigative tool to measure internal marketing. They are named as internal market research (necessary for the understanding of wants and needs of employees), training (mechanism for cultural change) and internal communication. These dimensions of internal marketing are discussed as follows:



**Figure 2.2:** *Dimensions of Internal Marketing*

Source : (Huang & Rundle-Thiele, 2015)

## ***Theoretical Framework and Hypothesis***

This section of the research explains the relationship between study variables on the basis of previous researches. Additionally, this chapter explains how all the hypotheses of this study are developed by extracting them from the literature.

### ***Relationship between Transformational Leadership and Internal Marketing***

There is a limited evidence on the direct relationship of leadership with internal marketing in the leadership literature but in the literature of total quality management and marketing, indirect relationship has been observed in these two variables (Broady-Preston & Steel, 2002; Harris & Ogbonna, 2001; Rafiq & Ahmed, 1993). Still studies on the relationship of transformational leadership and internal marketing are insufficient but some empirical researchers have proved the association between these variables through keeping the dimensions of internal marketing in focus (Menguc and Auh, 2008; Wieseke et al., 2009; Alimo-Metcalfe, 2010; Kimura, 2012; Sun et al., 2012; Zhu et al., 2012; Namasivayam, Guchait and Lei, 2014)

In the viewpoint of Voola et al., (2003), leadership is a significant factor in the development and implementation of internal marketing culture in an organization. But a gap has been observed in the empirical and theoretical model while reviewing the literature of transformational leadership and internal marketing. We believe that transformational leadership holds much significance in developing and reinforcing internal marketing in any organization. Therefore, in this section of the research, we have attempted to demonstrate the relationship of the two variables.

### ***Moderating Role of Gender Between Transformational Leadership and Internal Marketing***

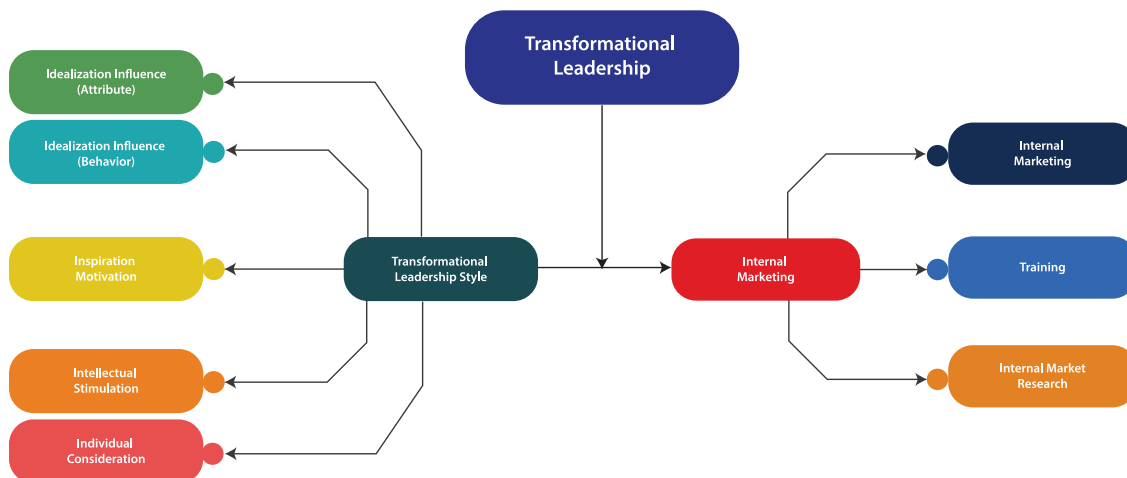
Leadership theories use the terms masculine and feminine characteristics. To put it another way, it is quite common to associate leadership with gender role whenever the relationship of leadership and gender is studied. A lot of researches have been conducted not only on the differences and similarities of men and women but also on the impact of these differences and similarities on workplace (Eagly and Carli, 2003)

According to Appelbaum et al. (2003), leadership styles of men and women are different but effective leadership is not bound to a particular gender so either gender can learn from practices of each other. Carless (1998) has stated that individual characteristics including attitude, cognitions and traits differ with the gender of individuals according to gender-centered perspective. This approach suggests that women will be more inclined towards feminine style of leadership while men on the other hand will be more interested in developing masculine style of leadership (Reuvers et al., 2008).

## ***Hypothesis***

**H1:** Transformational leadership creates a significant influence on Internal Marketing.

**H2:** Gender of Leader moderates the relationship between Transformational leadership and Internal Marketing.



**Figure 2.9: Conceptual model of the Study**

*Figure Source: Developed by Researcher*

## RESEARCH METHODOLOGY

Crotty (2020) suggested two questions to be answered by the researcher while conducting the research; One the methods and methodologies to be used in this study; Two what justifications do researcher have for those methods and methodologies. Generally, the terms research methods and methodology are used interchangeably by the researchers whereas, research methods refer to “the techniques or procedures used to gather and analyse data related to some research question or hypothesis” (Preissle, 2000).

As this research involves hypothesis testing and theory verification, it adopts a quantitative approach. Consequently, all methodological choices align with quantitative research methods—for example, a deductive approach is employed rather than an inductive one, and a positivist research philosophy is adopted instead of a subjective or interpretivist stance. All other elements of the research design are similarly consistent with quantitative methodology

Deductive approach has been adopted in this study whereas researcher gradually develops an existing theory and test it in a new context (Malhotra and Birks, 2007). Additionally, Positivism approach is adopted in this research. Severally renowned authors including Collis and Hussey (2013) explained positivism as “positivist paradigm is to study the literature to establish an appropriate theory and construct hypotheses.” Considering the methodological perspective, quantitative approach is used. Reason being a lot of literature pertinent to leadership uses the same approach especially literature of transformational leadership (refer to the literature review chapter). On the basis of literature, data collection is done by using the quantitative methodology to identify the role of transformational leadership that how it influences and improves the practices of internal marketing.

As the research strategy, survey has been used in this study instead of the experiment. A survey is a structure used for gathering information about or from people to compare, explain or describe their behaviour, knowledge and attitude (Fink, 2003). In business research, survey is quite popular because it enables the researcher to gather quantitative and qualitative data in order to answer different types of research questions (Sekaran and Bougie, 1993).



This study is a co-relational research which is done to investigate the impact of transformational leadership on internal marketing in the teaching hospitals in Islamic Republic of Pakistan city of Karachi. Hypothesis-deductive method serves as a basis for developing research design of this study, which begins from Literature review, discussing research gap and then theoretical model is made by keeping that literature handy. Hypothesis are then developed and the study takes us towards the end by data analysis on the logical deduction of the research (Sekaran and Bougie, 1993). As it has been discussed previously that research questions are investigated by using hypothesis deductive method. So a substantial literature review has been done pertinent to the leadership to begin with the study. Research gap has been found out with the support of the literature which then helps in developing theoretical model. Theoretical model is made keeping in mind the relations of transformational leadership and internal marketing. An appropriate and fair amount of data is required to investigate the model and also to test the hypothesis. For that purpose, survey questionnaire is developed for data collection data in which Likert scale of 1 to 5 is used where 1 indicates strongly disagree and 5 refers to strongly agree. There is enough literature present on choosing the Likert scale. Oppenheim, (2000) states that Likert scale has high level of reliability because it allows respondents to choose from the range on answers.

In this research, Bass and Avolio (2000) multifactor leadership questionnaire (MLQ) from 5X-short is used. This questionnaire is multi-dimensional which is further divided into five dimensions that include, inspirational motivation, idealized influence (behavior), idealized influence (Attribute), individual consideration and intellectual stimulation. Each dimension consists of four items which are being measured from the range of 1-5 on Likert scale. 1 being "not at all" and 5 being "frequently, if not always". Employee is required to state the frequency of each statement that matches with their immediate supervisor. Alpha Reliability of transformational leadership comes out to be 0.93.

The scale used for Internal Marketing in this research has been adopted from the study of (Huang & Rundle-Thiele, 2015). This scale is multi-dimensional which further consists of three sub dimensions. First being internal communication consisting of six items with 0.84 reliability. Second sub dimension is training which has six items with 0.86 reliability and third is the internal market research consisting of six items with 0.87 reliability. To be put in other words, all the three dimensions have high values for reliability.

Cronbach's alpha and composite reliabilities were used in this survey to measure the reliability and validity is measured through field expert whereas Amos has been used for measuring the validities of construct such as convergent or divergent validities. Research experts and university professors have been contacted for measuring face and content validities. The validity and reliability tests performed on the data collected are presented in the next chapter Data Analysis. In positivist approach, it is not practically possible to cover the entire population that is why researcher selects for sampling (Sekaran and Bougie, 1993; Hussey and Hussey, 1997). An appropriate sample represents the population from where it is drawn (Sekaran and Bougie, 1993).

In this research, teaching hospitals of the city Karachi of Islamic Republic of Pakistan has been chosen as a sampling unit. The post graduate trainees, working in those hospitals are taken as elements. There are 4 provinces in Islamic Republic of Pakistan with 80 teaching hospitals in the public and private sector combined. Out of 80 teaching hospitals, 18 are situated in the



City Karachi. This study is conducted to analyze the impact of transformational leadership on internal marketing. To serve this purpose, post graduate trainees from the teaching hospitals of the city Karachi of Pakistan are taken as sample study.

Data collection is the most integral part of any research (Sekaran and Bougie, 1993). Nature of data is the primary concern of data collection. It is a process in which a researcher collects opinions from the respondents to investigate research problem on a specific topic. Since the total number of post graduate trainees (sampling frame) was not available so, all the teaching hospitals of Karachi were asked to participate in this research. Researcher first contacted the teaching hospitals via telephone to ask for their support and their willingness to be a part of this study. As a result, 07 teaching hospitals agreed to participate in this study.

The teaching hospitals agreed to participate in the study were given 650 questionnaires out of which 21 questionnaires were discarded because of incomplete data. Data from 519 respondents were used in the final data which makes up the response rate as 83%.

## **DATA ANALYSIS**

This study has adopted survey questionnaire to get objects through quantitative methods. Based on the quantitative nature of this study, 2 statistical software's have been used to perform data analysis, first software is Statistical Package for Social Sciences (SPSS) version 23 and second is Analysis of a Moment Structure (AMOS) version 23.

Data screening is one of the most significant steps in obtaining accurate results. Its main purpose is to build confidentiality that all the data entry is done correctly and error is properly handled if there is any. In this study, missing value pattern of data is thoroughly checked although none of the cases has more than 5% missing value. Researcher has adopted Little's MCAR test to analyze randomness of missing data (Flury, Murtagh and Heck, 1988). If the sig value of MCAR Test comes out to be greater than 0.05 then it is safe to continue for further analysis. Missing values are replaced with Estimated Mean (EM) values.

In this study, AMOS is used to test multivariate normality. The critical ratio value of skewness kurtosis comes out to be 0.81 which lies in between the range of critical ratio from -1.96 to 1.96. This shows the assumption of multivariate normality is fulfilled.

Convergent validity is assessed in this study through evaluating Average Percentage of Variance Extracted (AVE) and factor loading (Fornell and Larcker, 1981; Flury, Murtagh and Heck, 1988).

According to Hair et al. (2009), the desired minimum value of factor loading of each indicator must be greater than 0.5. The minimum value of Average Percentage of Variance Extracted (AVE) must also be greater than 0.5. in addition to that all the t values must be above 1.96 (0.5 significance level).

Discriminant validity is tested through two methods in this study. In the first method which is recommended by (Flury, Murtagh and Heck, 1988) AVE must be greater than MSV. In the second method, for discriminant validity square root of AVE must be greater than inter construct correlation (Flury, Murtagh and Heck, 1988).

Researcher has also calculated composite reliability on the full scale data of all the dimensions of main study. Desired minimum level of composite reliability must be 0.7 (Flury, Murtagh and Heck, 1988). The value of MaxR(H) must be greater than 0.8 (Hancock and Mueller, 2001). According to the aforementioned criteria, all the constructs are satisfied for construct validity, discriminant validity and composite reliability and they fulfill the minimum criteria for cutoff. In this study, the AVE range of construct is from 0.721 to 0.814 whereas, the range of composite reliability falls from 0.888 to 0.955. Follow table 4.6 for details.

**Table 1: Validity and Reliabilities**

	Labels	CR	AVE	MSV	MaxR (H)
ICOM	Internal Communication	0.955	0.782	0.013	0.959
TRA	Training	0.952	0.768	0.011	0.955
IMR	Internal Marketing Research	0.952	0.767	0.013	0.958
IIB	Idealized Influence Behavior	0.946	0.814	0.008	0.947
IS	Intellectual Stimulation	0.931	0.771	0.025	0.932
IIA	Idealized Influence Attribute	0.93	0.772	0.006	0.991
IMOT	Inspirational Motivation	0.918	0.736	0.008	0.918
ICON	Individualized Consideration	0.912	0.721	0.01	0.912

	ICOM	TRA	IMR	IIB	IS	IIA	IMOT	ICON	IE	AE	SE
<b>ICOM</b>	<b>0.884</b>										
<b>TRA</b>	-0.038	<b>0.88</b>									
<b>IMR</b>	0.113	-0.03	<b>0.88</b>								
<b>IIB</b>	-0.091	-0.04	0.02	<b>0.9</b>							
<b>IS</b>	0.041	-0.07	0.000	-0.07	<b>0.88</b>						
<b>IIA</b>	-0.042	0.000	-0.06	0.075	0.019	<b>0.88</b>					
<b>IMOT</b>	-0.016	-0.01	-0.03	0.037	-0.06	0.054	<b>0.858</b>				
<b>ICON</b>	-0.057	-0.03	-0.03	-0.02	-0.03	0.05	0.017	<b>0.849</b>			

**Note :** *Bold values are square root of AVE*

### **Statistical Models for Hypothesis testing**

All the hypotheses are tested through linear regression and general linear model to validate and confirm the results. All the hypotheses are tested on 95% confidence level that's why criteria for hypotheses rejection is based on 0.05 p value.

## **HYPOTHESIS TESTING**

### **Hypothesis 1**

The impact of transformational leadership on internal marketing will be tested through this hypothesis. Unstandardized beta value of transformational leadership comes out to be 0.341, value of standard error is 0.59, t value is 5.806 and p value comes out to be 0.000. The above values depict positive impact of transformational leadership on internal marketing. That means, internal marketing will be increased with an increase in transformational leadership style.

Hypothesis 2

This hypothesis has tested that the relationship of transformational leadership with internal marketing becomes strong when the leader is a female as compared to male. The unstandardized beta value of the interaction of transformational leader and leader’s gender comes out to be 0.409, standard error value is 0.074, t value is 5.544 and sig value comes out to be 0.000.

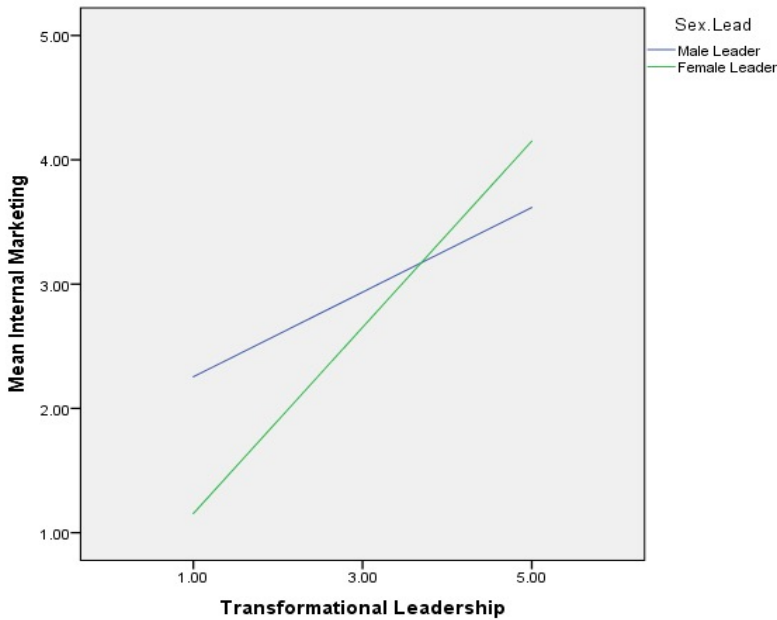


Figure 2.

These values depict a significant interaction and demonstrates that the relationship of transformational leadership and internal marketing strengthens when the leader is a female. In other words, leader’s gender plays a moderating role between transformational leadership and internal marketing.

DISCUSSION

This study examines the relationship between Transformational Leadership, Gender of Leader and Internal Marketing from the perspective of post graduate trainees within the context of teaching hospitals of Karachi, Pakistan. In this research, researcher not only examines the preference of transformational leadership style in male or female leader but also investigates the direct impact of transformational leadership style on internal marketing. After conducting substantial literature, this research has conceptualized that transformational leadership does not only pose a direct impact on internal marketing but also this relationship is moderated by gender of leader.

Hypotheses are tested in the last stage of this research using linear regression and general linear models.

The relationship of transformational leadership with internal marketing in different sectors and in different research settings is evident from the literature for example, (Broadly-Preston & Steel, 2002; Harris & Ogbonna, 2001; Rafiq & Ahmed, 1993) .

In the first hypothesis of this study, the relationship between the variables of transformational leadership and internal marketing in the setting of teaching hospitals is tested. The direct impact of internal marketing on transformational leadership is proven in some previous studies (Voola, Casimir and Haugen, 2003; Akbari et al., 2017). The result of this study not only reveals the relationship of transformational leadership with internal marketing in the setting of teaching hospitals but also mentions that the relationship is positive. Previously, the researches of comparison of leadership style have proven that in comparison to other leadership styles, transformational leadership style has greater impact on internal marketing (Akbari et al., 2017).

Similarly, a lot of studies have been conducted on the similarities and differences of men and women and the impact of such differences on the workplace (Eagly and Carli, 2003).

According to Bass and Bass (2008) feminine characteristics are more inclined towards transformational leadership. Second hypothesis tests the role of gender on the relationship of transformational leadership and internal marketing. Based on the results of this study, if a male leader possesses transformational leadership style behavior then its effect is 0.341, whereas, the effect in a female leader is 0.749 which is 2.196 times of male effect. Effect difference is 0.409 which is significant with p value of less than 0.000. These values depict that this relationship is stronger in female leaders. Even previous researches also represent that the relationship of female leader in transformational leadership style is more strong as compared to male leader (Poulson et al., 2011). According to Hare et al. (1997), Silva and Mendis (2017), male leaders possess more strong relationship with transactional leadership style while female leaders have a stronger relationship with transformational leadership style.

## CONCLUSION

This study concludes that transformational leadership has a significant positive effect on internal marketing within teaching hospitals in Karachi. Moreover, the gender of the leader moderates this relationship, with female leaders exhibiting a stronger impact than male leaders. These findings underscore the critical role of leadership style and gender in enhancing internal marketing efforts.

## IMPLICATIONS

### *Theoretical Implications:*

The study extends transformational leadership theory by introducing leader gender as a moderating variable, contributing to a deeper understanding of leadership effectiveness in healthcare settings.

### *Practical Implications:*

Hospital administrators should promote transformational leadership behaviors, particularly among female leaders, to enhance internal communication, training, and employee engagement.

Leadership development programs should be designed with a gender-sensitive approach to maximize internal marketing outcomes.

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