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ΔΙΠΛΩΜΑΤΙΚΗ ΕΡΓΑΣΙΑ

Θέμα: 'Ο ρόλος της ηγεσίας και η επαγγελματική ικανοποίηση του προσωπικού καρδιολογικών τμημάτων στην Ελλάδα'.

ΦΟΙΤΗΤΡΙΑ: ΑΘΗΝΑ ΧΑΣΑΠΗ

ΕΠΙΒΛΕΠΟΥΣΑ ΚΑΘΗΓΗΤΡΙΑ: ΑΓΓΕΛΙΚΗ ΦΛΩΚΟΥ

ΕΠΙΒΛΕΠΩΝ ΚΑΘΗΓΗΤΗΣ: ΒΑΣΙΛΕΙΟΣ ΑΛΕΤΡΑΣ

ΙΟΥΝΙΟΣ 2026



ΕΠΙΤΡΟΠΗ ΕΠΙΒΛΕΨΗΣ

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ΠΕΡΙΛΗΨΗ

Εισαγωγή: Η αποτελεσματική ηγεσία στον τομέα της υγείας είναι άρρηκτα συνδεδεμένη με την παροχή ποιοτικών υπηρεσιών υγείας, την αποδοτικότητα των εργαζομένων, την παρακίνηση και την επαγγελματική ικανοποίηση του προσωπικού. Έχουν περιγραφεί αρκετά μοντέλα ηγεσίας, αλλά το μετασχηματιστικό μοντέλο θεωρείται το ιδανικότερο για πολύπλοκα, απαιτητικά και ταχέως εξελισσόμενα περιβάλλοντα εργασίας, όπως είναι ο τομέας της υγείας.

Σκοπός: Σκοπός της παρούσας έρευνας είναι η μελέτη του ρόλου της ηγεσίας και η καταγραφή της επαγγελματικής ικανοποίησης του προσωπικού καρδιολογικών τμημάτων σε δημόσια ελληνικά νοσοκομεία. Προσδοκάται η ανάδειξη θετικής συσχέτισης μεταξύ της αποτελεσματικής ηγεσίας και της επαγγελματικής ικανοποίησης του προσωπικού.

Μεθοδολογία: Στη μελέτη συμμετείχαν 136 υγειονομικοί και διοικητικοί υπάλληλοι που εργάζονταν στα καρδιολογικά τμήματα του Γενικού Νοσοκομείου Κορίνθου, του Πανεπιστημιακού Γενικού Νοσοκομείου Πατρών, του Πανεπιστημιακού Γενικού Νοσοκομείου Ιωαννίνων, του Ιπποκράτειου Νοσοκομείου Αθηνών και του Κωνσταντοπούλειου Γενικού Νοσοκομείου Νέας Ιωνίας το διάστημα μεταξύ Φεβρουαρίου και Νοεμβρίου 2025. Καταγράφηκαν τα δημογραφικά στοιχεία των συμμετεχόντων, η αποτελεσματικότητα της ηγεσίας και ο βαθμός της εργασιακής ικανοποίησης του προσωπικού. Η αποτελεσματικότητα της ηγεσίας μελετήθηκε με το Πολυπαραγοντικό Ερωτηματολόγιο Ηγεσίας (Multifactor Leadership Questionnaire, MLQ-5X), ενώ ο βαθμός της εργασιακής ικανοποίησης αποτυπώθηκε με το ερωτηματολόγιο Καταγραφής της Επαγγελματικής Ικανοποίησης (Job Satisfaction Survey, JSS). Για την ανάλυση χρησιμοποιήθηκε το στατιστικό πρόγραμμα SPSS 27.0.

Αποτελέσματα: Το 62,5% του δείγματος ήταν γυναίκες και το 41,2% ανήκε στην ηλικιακή κατηγορία 40-49 ετών, με το 20,6% να έχει πάνω από 20 έτη προϋπηρεσίας. Πάνω από της μισούς ήταν έγγαμοι (52,2%) και το 50,7% είχε τουλάχιστον ένα παιδί. Ανάμεσα στους συμμετέχοντες, το 53,7% ήταν ιατροί, το 38,2% νοσηλευτές και το 7,4% ανήκε στο διοικητικό προσωπικό. Αναφορικά με το εκπαιδευτικό τους επίπεδο, το 35,3% κατείχε μεταπτυχιακό τίτλο και το 21,3% διδακτορικό. Συνολικά, το 53,7% ήταν μόνιμοι υπάλληλοι δημοσίου δικαίου. Το 77,2% των συμμετεχόντων δήλωσε ικανοποιημένο από την εποπτεία-επίβλεψη, το 64% από τη φύση της εργασίας της και το 47,1% από τους συναδέλφους τους. Τα χαμηλότερα ποσοστά

ικανοποίησης παρατηρήθηκαν στις συνθήκες λειτουργίας και τα προνόμια-οφέλη όπου ήταν 5,9% αλλά και το μισθό (5,1%). Συνολικά, μόνο το 14,7% των εργαζομένων ήταν ευχαριστημένο από την εργασία του. Το μετασχηματιστικό και διεκπεραιωτικό στυλ ηγεσίας σχετιζόνταν θετικά με την επαγγελματική ικανοποίηση, ενώ η παθητική ηγεσία σχετιζόταν αρνητικά με την ικανοποίηση σε όλους της τομείς, με μόνη εξαίρεση αυτή των προνομίων. Σε επιμέρους παραμέτρους, οι ιατροί δήλωσαν περισσότερο ικανοποιημένοι από τους νοσηλευτές, οι άνδρες περισσότερο ικανοποιημένοι από τις γυναίκες, οι έγγαμοι περισσότερο ικανοποιημένοι από τους άγαμους και οι συμβασιούχοι περισσότερο ικανοποιημένοι από τους μόνιμους υπαλλήλους. Επίσης, το υψηλότερο επίπεδο εκπαίδευσης σχετιζόταν με μεγαλύτερη ικανοποίηση από την εργασία και μεγαλύτερη αποτελεσματικότητα.

Συμπεράσματα: Τα ευρήματα της παρούσας μελέτης υπογραμμίζουν τον καθοριστικό ρόλο της ηγεσίας στην επαγγελματική ικανοποίηση του υγειονομικού προσωπικού στα καρδιολογικά τμήματα των δημόσιων ελληνικών νοσοκομείων. Το εξαιρετικά χαμηλό ποσοστό συνολικής επαγγελματικής ικανοποίησης και ο διαφορετικός τρόπος με τον οποίο συγκεκριμένες υποκατηγορίες εργαζομένων βιώνουν το ρόλο τους, αναδεικνύει την επείγουσα ανάγκη για οργανωσιακή μεταρρύθμιση.

Λέξεις κλειδιά: Μοντέλα ηγεσίας, Μετασχηματιστική ηγεσία, Επαγγελματική ικανοποίηση, Παρακίνηση, Ποιοτικές υπηρεσίες υγείας, Αποδοτικότητα

ABSTRACT

Background: Effective leadership in healthcare has been associated with the provision of high-quality healthcare services, increased efficiency and productivity, motivation and job satisfaction. Although several leadership models have been described in the literature, the transformational model is considered the most ideal for complex, demanding, and rapidly evolving work environments, such as healthcare.

Aim: This study aims to examine the role of leadership and assess the level of job satisfaction among healthcare staff in cardiology departments of Greek public hospitals. It is hypothesized that effective leadership will be positively correlated with workforce job satisfaction.

Methods: The study included 136 healthcare and administrative employees working in the cardiology departments of Corinth General Hospital, Patras University General Hospital, Ioannina University General Hospital, Hippokratio General Hospital of Athens, and Konstantopouleio General Hospital of Nea Ionia, between February and November 2025. Participants' demographics, leadership effectiveness and job satisfaction levels were recorded. Leadership effectiveness was evaluated using the Multifactor Leadership Questionnaire (MLQ-5X), while the level of job satisfaction was measured using the Job Satisfaction Survey (JSS). Statistical analysis was performed using the SPSS 27.0 software package.

Results: Regarding demographics, 62.5% of the participants were women, 41.2% belonged to the 40–49 age group and 20.6% had more than 20 years of work experience. More than half of the participants were married (52.2%) and 50.7% had at least one child. In terms of professional roles, 53.7% were physicians, 38.2% were nurses and 7.4% were administrative staff. Regarding their level of education, 35.3% held a master's degree and 21.3% possessed a PhD. Overall, 53.7% were permanent employees. In terms of job satisfaction, 77.2% of the participants expressed satisfaction with supervision, 64% with the nature of work and 47.1% with their coworkers. The lowest satisfaction rates were recorded for working conditions and fringe benefits (both at 5.9%), as well as pay at 5.1%. Cumulatively, only 14.7% of the workforce reported overall job satisfaction. Both transformational and transactional leadership styles were positively correlated with job satisfaction. Conversely, passive leadership was negatively correlated with satisfaction across all parameters, with the sole exception of fringe benefits. Subgroup analysis revealed that physicians reported higher satisfaction than nurses, men were more satisfied than women, married individuals were more satisfied than single ones,

and contract-based employees reported greater satisfaction than permanent staff. Finally, higher level of education was significantly associated with increased job satisfaction and greater leadership effectiveness.

Conclusion: The findings of the present study highlight the significant impact of leadership on job satisfaction of healthcare staff in cardiology departments of Greek public hospitals. The critically low levels of overall job satisfaction, alongside the varying role experiences among distinct employee subgroups, emphasize the necessity for systemic organizational changes.

Key words: Leadership models, Transformational leadership, Job satisfaction, Motivation, Quality healthcare services, Employee efficiency.

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Υπεύθυνη Δήλωση Συγγραφέα:

Δηλώνω ρητά ότι, σύμφωνα με το άρθρο 8 του Ν.1599/1986, η παρούσα εργασία αποτελεί αποκλειστικά προϊόν προσωπικής μου εργασίας, δεν προσβάλλει κάθε μορφής δικαιώματα διανοητικής ιδιοκτησίας, προσωπικότητας και προσωπικών δεδομένων τρίτων, δεν περιέχει έργα/εισφορές τρίτων για τα οποία απαιτείται άδεια των δημιουργών/δικαιούχων και δεν είναι προϊόν μερικής ή ολικής αντιγραφής, οι πηγές δε που χρησιμοποιήθηκαν περιορίζονται στις βιβλιογραφικές αναφορές και μόνον και πληρούν τους κανόνες της επιστημονικής παράθεσης.