

Servant Leadership Style with Employee Job Satisfaction among FMC Hospital in Nigeria

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Abstract— The Servant leadership style helps to improve the behavior of nurses (staff) in relation to job satisfaction. The behavior of the servant leader influenced the psychological state and behavioral responses of the nurses, which was reflected in job satisfaction. Servant leadership makes a positive contribution to the psychological condition and behavior of nurses, which leads to greater job satisfaction. These relationships determine the strength and orientation of the guiding structure of the servants. The impact of job satisfaction has a relationship that relates to employee behavior and the state of psychological involvement. It helps to fill gaps in health care management by providing insight into how servant leadership behaviors affect job satisfaction and nursing staff retention.

The implications for positive social change may encourage hospital administrators and the Nigerian Federal Ministry of Health to encourage nurses to adopt leading servant behaviors, take on leadership roles, result in nurse satisfaction, better patient outcomes, and sustainable organizational finances. success and improvement of public health.

Index Terms— Servant leadership , Job satisfaction, Nurse educator in Nigeria.

I. INTRODUCTION

Employee job satisfaction has been a problem for decades and still remains one of the most crucial organizational problems that are very important to increase employee job satisfaction and to improve the efficiency of the organization (Raju, 2021). Leadership behavior influences employee engagement and results in an organization. Healthcare costs are expected to account for 27% of Nigeria's total income by 2025. Domestic goods (Dhasan et al., 2017). Leaders should disseminate mature leadership, increase employee engagement, thereby reducing employee involvement in the economic burden of Nigeria's health care system, the costs associated with the operation of these health care organizations are related to the costs of dissatisfaction.

Creating a supportive work environment for nurses is an ongoing challenge for healthcare leaders in ensuring safe patient care. To achieve this, the head of health is shortsighted about leadership, in particular, nursing leaders must be transformed into non-traditional leadership styles (Raju, 2018). The quality of work in the health sector largely depends on whether health workers are satisfied or dissatisfied with their work. Nigeria does not pay much attention to the prevalence of dissatisfaction among nurses,

which affects patient satisfaction and is associated with a decrease in the quality of care. Nursing care managers encourage people who do not realize that their current leadership style is invalid to adopt a new method or style of leadership (servant leadership). Nursing managers can find this by adopting leadership styles such as servant leadership, employee satisfaction will improve patient outcomes and improve financial sustainability.

In the context of healthcare services, it is a cost-effective way for healthcare leaders to look at the nursing department, especially its impact on costs. This applies to the practice of leaders: identify the leadership factors that prompt a nurse to make a decision to leave an organization or profession, and change the variables that cause the loss (Raju, 2021). The goals are to increase the number of nurses retained in order to reduce the financial burden on society. By observing long-term leadership behavior and measuring the effectiveness of traditional structures, leaders can discover the need for change. Servant leaders go beyond traditional leadership by choosing needs, and serving others is a major challenge. Servant leadership differs from other leadership styles in its uniqueness and potential, unique influence on the organization and its stakeholders (Benavides-Velasco et al., 2014). Emphasize that employees are more engaged in order to provide a competitive advantage and are more likely to gain it.

In 2011, Nigeria's health care system employed 16.5% of the workforce (Raju, 2021). Registered Nurse (RN) - One of the largest professional health care groups, Nigeria is experiencing an unprecedented shortage of Registered Nurses (RN), which has a large impact on healthcare organizations by providing services. As the number of newborns worldwide reaches 65%, the demand for nurses will increase. Although the supply has decreased, it will increase by 2022, the highest average age of RN(Registered nurse) is 32 years, and the number of nurses aged 50 and older is higher. Many factors are driving up the cost of health care in Nigeria. Hospital costs (5.2% pa), professional fees (4.7%) increase each year), drug costs (5.0% pa) and administrative management costs (6% increase) 7% per year) are some of the factors that drive health care costs (Chetty & Phung, 2018).

The nurse is the highest expense in a hospital because of the amount of services it needs. Nurses directly affect the profitability of healthcare facilities. When nurses are vacant, labor costs increase, which affects the profit margins of the organization (hospital). Lee and Jones (2013) Calculated Health Organizations (Ibeh & Kasem, 2011). The number of

professional nurses is one million or more annually. In addition to direct labor costs, each hospital manager will also spend thousands of dollars on nursing jobs. However, the challenge is to keep them. Continuous recruitment means more than 8.5 billion naira is spent on new nurses, significantly impacting the cost of health care in the community. These costs do not explain the quality loss that patients may face when transposing from hospital to medical services. Therefore, nursing support is essential to the growing demand for health services for aging Nigerians, Nigerians with an increasing population and new insurance, another factor contributing to the nursing shortage is the provision of quality patient care. Nurse-to-patient ratios when the hospital is unable to equip hospital rooms for a patient ward is increasing (Tajeddini & Ratten, 2017). The impact of nurse time on patient outcome (result) and ensuring the correct number of Registered Nurse (RN) staff will improve patient outcomes and be cost-effective for hospital organizations. Dissatisfaction with care is a significant factor in the lack of care, especially in hospitals. During shortage, Challenge Healthcare executives provide quality care professionals (Arkin,

Job satisfaction is multiplexed and has several determining factors. Many of them rely on the leadership of the departments. The empirical evidence from Nigeria is the leadership style of the recommended European care manager who has created investment support structures such as the ability to adapt to innovation and improvement, improve personal productivity, and manage all aspects of social capital, work that affects job requirements exceeds the ratio nurses to patients, which directly affects both the quality of care and its results

Job requirements include ideas such as checking how well-being, team effectiveness, safety and quality of patient care work is well organized and organized to help nurses. Unlike healthcare organizations, many successful organizations look for leaders who accept their status in a glorious and positive manner (Percy & Rossiter, 1992). Servant-style leadership is a people-centered leader who adheres to high levels of authority and other ethical structures such as sharing, decision-making, evaluating people, building relationships, behaving truthfully and demonstrating accountability, and the servant leadership literature provides a basis for study.

II. PROBLEM STATEMENT

The information provided in this study highlights the importance of Savant's leadership style and employee satisfaction with the Nigeria Federal Medical Center. The main issue raised is the reason for servant leadership continuing to encourage leadership styles that do not resonate with full-time nurses; this leads to job dissatisfaction and a tendency to quit when a leadership style is more appropriate (Pickton, 2001). Lack of satisfaction of nurses and their availability will negatively affect healthcare

organizations .

Most of the issues that contribute to a nurse's dissatisfaction with leadership style are as follows.

(a) Nigeria health and human services administration (2014) report that the level of demand of nurse in each region of Nigeria is different (Scherer & Palazzo, 2011)

(b) Non Financial Reward and incentive,

This has caused nursing staff to feel depressed with their job considering the effort and devotion to satisfy their patient(client) but the reward is less than the input due to management negligence and lack of consideration of nursing welfare. This affects them psychologically and makes them to be demotivated due to management negligence on their welfare (Valliappan Raju Assoc. Prof. Dr. AND Md Rom Bin Tamjis, 2019)

(c) Nigerian registration Nurse Staff Report Card and Shortage Forecast (2019) By 2030, more than 49,000 registered nurses will be in short supply. Data was not reported due to the leadership hospital care staff and this information was not collected by many state agencies. Leader and employee negative attitudes contribute to low job satisfaction, burnout and a rise in staffing intentions, 28% of nurses in Nigeria FMC hospital replied that they would leave their workplace if their leaders were not adequate (Rezvani et al., 2016).

(d) Empathy is hard work. None of us like this. Much easier to move away from a problem or unpleasant job. In fact, being a real listener, being a human who can sympathize with someone else requires being extremely tough (Raimo et al., 2014).

The effect of nurses on medical outcomes is positive or negative. The positive factors that help maintain the nurse are the relationship with the nurse manager(leader) and the environment the nurse works in. On the other hand, that nursing frustration is closely linked to poor management relationships . Around 60% and 70% of working adults rated their immediate superior as the most challenging part of their job, making their quality of life worse

III. RESEARCH OBJECTIVE

This study is a systematic review of published empirical studies on the relationship between servant leadership and employee job satisfaction.

■hospital administrators increase the income / expense gap, investments in new equipment, public health programs, and social problems such as uninsured are more likely to result in positive social changes

b) Adopting servant leadership behavior, which is more closely related to the psychological state of engagement and

job satisfaction. Conventional leadership (Traditional leader) focuses more on the efforts and abilities of the manager, while ignoring the independent creativity of nurses and problem solving. Results of this study clearly states that organizations should encourage servant leadership behavior if it seeks to increase job satisfaction with nurses.

c) By careful commitment to their followers and their needs, servant leaders get results for their organization. Unlike many leadership strategies that indicate that top leaders can influence and empower those below the hierarchy, servant leadership emphasizes collaboration, confidence, empathy, and ethics. To succeed in medical organizations, it is important that instructors (Leaders) and nursing managers understand this rapid change and train leaders to cope with change.

d) Servant leaders can have a positive influence on changes in healthcare organizations to meet nurse expectations and prepare business for the needs of an ever-changing environment. By turning the hierarchy of leadership, healthcare organizations can profit from the necessary adjustments to today's health care processes and leadership styles that lead to greater participation, loyal and talented employees creative thinking

e) Communication with the nursing employee to understand their state of being and knowing how they feel about their job and giving them the opportunity of expressing their feelings and taking decisions in the absence of the leader. Good communication can improve teamwork and improve collaboration on projects. This applies to almost all industries. Workplace communication is essential for optimizing internal communication. Maintaining effective communications ensures that management and the team underneath are on the same page. Effective communication is an integral part to organizational success. Good communication in the workplace can eliminate unnecessary problems and promote better performance. Employers who invest time and energy in creating clear lines of communication will quickly or rapidly build trust among

employees, leading to increased productivity.

IV. LITERATURE REVIEW

This is considered important during this review, which discusses the literature on the leadership style of the Nigeria Federal Medical Center (FMC) hospital in terms of employee job satisfaction. While a large number of studies explain why nurses leave the organization, in this literature review I focus on leadership behaviors that help improve nursing job satisfaction and provide the organization with quality health care and financial support. Vitality effect. Impact of the ability to be viable.

However, more attention has been given to the relationship between servant leadership behavior and nurse job satisfaction in this following area:

The current state of health care, complexity and impact a guide to the operating environment for nurses.

- Influence and Ability of Traditional Leadership and Management in Healthcare
- The status of care and contribution to the activities of the organization.
- Employee nurses respond to leadership behavior.

Servant leadership is leadership whose primary purpose is to serve (Raju, 2021). This contrasts with traditional leadership, which is mostly focused on thriving companies or organizations. Knowing that servant leadership is service and then leadership, resulting in more than supporting the progress and well-being of another in terms of responsibility or appeal to the ego. When a person's primary motive is to help others, true leadership emerges (Raju & Phung, Robert Kifner Greenleaf (1904-1990) was the founder of the modern servant leadership movement, wrote an essay on the basics of servant leadership in 1970, singled out the leadership style as "servant as leader," and developed a conceptual framework consisting of 10 essential leadership qualities:

No.	Characteristic	Definition
1.	Listening	A crucial communication tool, necessary for accurate communication and for actively demonstrating respect for others.
2.	Empathy	The ability to mentally project one's own consciousness into that of another individual.
3.	Healing	The servant leader recognizes the shared human desire to find wholeness in one's self and supports it in others.
4.	Awareness	To create awareness in order to gain opportunities.

<p>5. Persuasion</p>	<p>The effective servant-leader builds group consensus through gentle but clear persistent persuasion, and does not make use of group compliance through position power. Servant Leadership utilizes personnel to influence followers and achieve organizational objectives.</p>
<p>6. Conceptualization</p>	<p>The servant leadership can conceive solutions to problems that do not currently exist.</p>
<p>7. Foresight</p> <p>8. Stewardship</p> <p>9. Commitment to growth of people</p> <p>10. Building community</p>	<p>Prescience or foresight is a better than average guess about what is going to happen in the future.</p> <p>Organizational stewards or trustees are concerned within the organization, but also the organization as whole and its impact on and relationship with all society.</p> <p>A demonstrated appreciation and encouragement of others.</p> <p>The rise of large institutions has eroded community, the social pact that unites individuals in society.</p>

Morality by sacrificial service and conscience, servant leaders were best affirmed in the classic statement of Greenleaf (1977): servant leaders are first servants. It begins a natural feeling that one wants to serve, to serve first.

It is clear that servant-first leader ensures other people's highest priority needs are served, and offers altruism as foundational to serving others (Raju, 2021). Followers ought to be growing as well as becoming healthier, wiser, freer, more autonomous and more likely to become servants themselves. Moreover, servant leaders look at their impact on the least privileged in society and determine if their service contributes to a better way of life for the least privileged. The primary motivation for the leadership of the servant is the desire to serve effective followers to achieve shared goals. Healthcare currently requires management to understand leaders' ability to manage their relationships with others. Nursing staff reported high management orientation for their managers as well as increased job satisfaction (Raju & Poh, 2019). A large percentage of nurses indicate that a decisive factor in unproductivity is leadership in management and lack of good management practices. Job satisfaction is an important part of medical care and can impact patient outcomes, efficiency, quality of care and dedication to organization.

V. THEORETICAL FRAMEWORK

According to Crippen (2004), servant leadership is to serve and then lead, whereby it is more than a support for another human being's progress and well-being in terms of responsibility or an appeal to ego. When one's main motive is to assist others, true leadership emerges (Khan et al., 2020)

Robert Kiefner Greenleaf (1904 - 1990) was the founder of the modern servant leadership movement, wrote an essay of essentials of servant leadership in 1970, emphasizing the leadership style as "The servant as leader". This study is fairly persuaded that the leadership style is implemented in the specific industry at the organizational level. We have experienced vividly how the acts, beliefs, and ethical standards of a leader could impact our global economy and citizens' quality of life worldwide. Understanding who the wiser animal or brave voice is the art leadership (Raimo et al., 2014). Leadership proponents argue that to determine the efficacy of leadership actions in job satisfaction, a multifactorial approach is needed. It becomes apparent when researching servants' leadership in nursing that the optimal working environment requires attitude control and an emotionally safe environment that motivates

workers to engage in their work (Almusaddar et al., 2018). The value for involvement of leadership (management) behavior and the number of consequences like motivation,

job satisfaction (Richard Ugochukwu Elile, Dr. Sunday S. Akpan, 2018). Clearly, the kind of behavior shown by managers allows staff to reach the full potential of their jobs and benefit patients. The literature emphasizes that shifts in conventional leadership style management orientation can promote employee engagement, thus increasing and reversing the current high-care flexibility pattern.

Humility, Communication, Empowering and Commitment to employee growth are found to be the most influential in job satisfaction among FMC hospital nurses Nigeria.

VI. RECOMMENDATION

The idea of Robert Greenleaf has been used in this study, that servant leadership is a modern leadership theory that suggests that most effective leaders are servants of their people. The leader should first be a servant or follower, leading from a desire to serve everyone better and not to gain more power.

By careful commitment to their followers and their needs, servant leaders get results for their organization. Unlike many leadership strategies that indicate that top leaders can influence and empower those below the hierarchy, servant leadership emphasizes collaboration, confidence, empathy, and ethics. To succeed in medical organizations, it is important that instructors (Leaders) and nursing managers understand this rapid change and train leaders to cope with change. By turning the hierarchy of leadership, healthcare organizations can profit from the necessary adjustments to today's health care processes and leadership styles that lead to greater participation, loyal and talented employees' creative thinking. Training managers can view this study as a purely academic exercise or use it for current and future leadership initiatives. Nursing managers can decide to take advantage of employee efforts by taking advantage of new opportunities for freelance job changes so that employees can participate more effectively in the healthcare agenda at the local, regional and also national level.

VII. FUTURE SCOPE

Future research can help uncover how nursing leaders learn, accept, and subsequently apply leadership knowledge. The current leadership focuses on transformation, but this has not led to the loss of nursing from the profession. Consideration of the servant leadership style in formal education and adoption by professional organizations is ignored (Harney & Collings, 2021). Finally, a study of the differences in costs between current leadership styles (associated with the loss of nursing) and improved servant leadership will confirm the economic effect of investments in leadership training for servant's leadership education (Raju, 2021).

VIII. CONCLUSION

The strong emphasis on fan assistance demonstrates that

servant leadership can strengthen the link between team goals and procedures, increasing each member's dedication to sharing the organization's goals. The significance of follower engagement is expressed in terms of improving organizational and operating performance and decreasing absenteeism and lateness from their job.

In conclusion, there should be efforts to increase job satisfaction with nurses also include the re-education of nursing managers in leadership styles, especially for servant leadership that resonates with staff nurses in FMC hospital nurse employees Nigeria (Pickton, 2001). This fairly persuaded that the leadership style is implemented in the specific industry at the organizational level. We have experienced vividly how acts, beliefs, and ethical standards of a leader could impact our global economy and citizens' quality of life worldwide

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