

SERVANT LEADERSHIP AND WORK SATISFACTION BETWEEN NURSING STAFF OF PUBLIC HOSPITALS IN PESHAWAR

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Abstract

Over recent years, servant leadership is considered a popular paradigm for most service and manufacturing enterprises. This unique approach to attributes helped most modern companies to thrive in this competitive environment. This model not only enables companies to fulfill their social responsibilities, but also empowers employees, provides useful information, creates a sense of honesty, credibility and much more spiritual training to retrieve workers from anxiety and depression. In public hospitals, three aspects of servant leadership (stewardship, emotional healing, and wisdom) were considered the essential predictors of employment satisfaction. This research was carried out in Peshawar Public Hospitals by taking nursing workers as a sample. Of the 4 major public hospitals in Peshawar, total 72 nursing staff was selected. Structured questionnaire was used to gather data. Data collection was done using simple random technique. The results showed that the relationship between wisdom, emotional healing and stewardship, and satisfaction of nursing staff, was positive. In the last section, more guidance and recommendations are given.

Keywords: *wisdom, stewardship, SEM, hospital, Peshawar, servant leadership*

Introduction

Why do businesses usually flop? Among some of the elements of failure, employment satisfaction came first (Hashim, Khan & Usamn, 2019). To improve employment satisfaction various strategies and management styles have been applied (Hashim et al., 2019). One of the key tools to survive business is to develop management style (Ding et al., 2012). Business can only be good managed if leaders are good (Hashim, 2012). Good relationships with supervisors and management can increase job satisfaction. Leaders' behavior is considered to be one of the most important mechanisms to increase staff interest and satisfaction (Ali & Hussain, 2012). Servant leader develops a cooperative environment where all employees feel satisfied (Dennis & Winston, 2003). The Servant Leader plays an important role in the management of the hospital (Drury, 2005). Servant leader helps in the creation of a work-oriented community where all full-interest workers perform tasks (Hashim, et al., 2019). Work satisfaction may be of two types on is intrinsic and the other is extrinsic, both are the important predictor of

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employment interest and workers retention at the job (Hashim & Hameed, 2012). Servant leader has unique qualities of humanity, compassion and stewardship through which workers can be motivated and encourage working for the betterment of enterprises (Luu, 2016). Many studies have been conducted which showed that servant behaviors not only improve hospital setting and management but also increase worker satisfaction (Ding et al., 2012; Drury, 2005). Employees feel satisfied when administration practicing servant model (Spear, 2004). The main aim of this study was to examine the effect of servant leader approach and its effects on the satisfaction of nurses at Peshawar Public Hospitals.

Public hospitals are the main centers of health-control where thousands of patients come and go every day. Stress can be a part of all paramedics to monitor and handle all the patients attending hospitals, particularly nurses. Now how to inspire and involve nurses to alleviate tension and feel happy at work. Many studies showed that servant behaviors (wisdom, healing and stewardship) are the important tools to make them more satisfied and committed (Laub, 2003; Dennis & Winston, 2003). This study was conducted to understand the impact of servant leadership model on nurses' satisfaction in public hospitals in Peshawar.

Objectives

1. To understand the relation between servant leader behaviors and nurses satisfaction.
2. To examine the impact of wisdom and emotional healing on nurses satisfaction
3. To identify the relation between stewardship and nurses satisfaction

Research questions

The research question can be:

1. Is there any impact of servant behaviors on nurses satisfaction
2. How wisdom and emotional healing impact satisfaction
3. Does stewardship has any relation with nurses satisfaction

Literature review

Servant leader behaviors (SLB)

Many scholars have described servant leadership differently; some suggest that it is a model of empowerment; some claim that it is based on confidence and honesty; others claim that servant conduct involves desires, integrity and wisdom (Hashim, et al., 2019). Servant leadership is a management style model that keeps the needs of all employees on top priority and aims to reduce the individual's mental stress at work (Luu, 2016; Rimes, 2012). Attributes of the servant leadership strongly affected worker satisfaction (Van, 2011). Aspects such as: wisdom, stewardship and emotional healing affected positively the workers satisfaction (Barbuto & Wheeler, 2006).

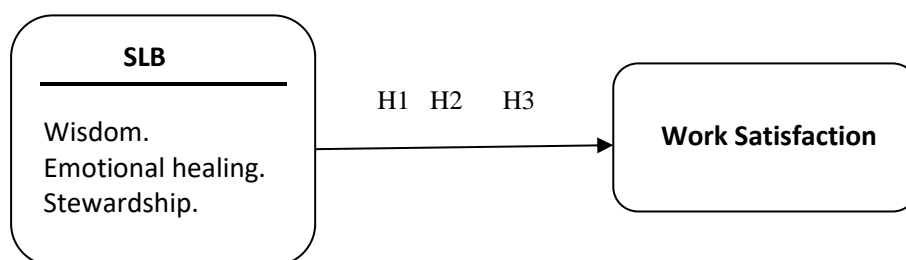
Work satisfaction (WS)

Work satisfaction is an individual's personal interest, and gives meaning to each task when performing it (Ding et al., 2012; Mullins, 1999). Satisfaction is in an individual's perception about a career and all the rewards that it offers (Illies & Judge, 2004; Hashim et al., 2019). Different studies showed that, when a good management relationship is high, work satisfaction can be greater (Lisbijando & Budiyanto, 2014). Ding et al. (2012) conducted study on servant leadership and found that the behaviors of servant not only improve employees trust but also their satisfaction. Different attributes of servant leader affected nurses' satisfaction at work (McCann et al., 2014). Many factors involve in one work satisfaction: such as compensation, motivation, promotion, recognition, status, relation with management, proper communication, clear command authority and proper service structure (Adeniji, 2011). In all these factors, the happiness of nurses at work has been little affected and they are the facets of servant conduct such as experience/wisdom, stewardship and emotional healing. (McCann et al., 2014)

Servant leader behavior and work satisfaction

Several studies have mentioned that there was strong relation between work satisfaction and servant leadership (Rimes, 2102; Hashim et al., 2019). Some of the behaviors such as wisdom, stewardship has positive influence on employees interest and thus increase in commitment (Anderson, 2005). In hospitals setting, behaviors of servant leader played a dominant role. As mentioned by McCann et al. (2014), that servant model was leading triggers for employees' retention and attention at work. Donia et al. (2016) also mentioned that servant behaviors one of the important cause for workers loyalty and increased work satisfaction. Manu other studies have found strong relationship between these two variables such as: Page and Wong (2014), Iles and Judge, (2004) and Write and Bonett (2007).

Conceptual Model



Hypotheses

The following are the study hypotheses:

Hypothesis 1: servant leader behavior impact nurses satisfaction positively

Hypothesis 2: wisdom and emotional healing have strong association with nurses' satisfaction

Hypothesis 3: stewardship has strong relation with nurses' satisfaction

Methodology

In this study, the method used was both qualitative and quantitative. The research design is a data collection technique. Survey was used to obtain feedback from respondents (Hashim, et al., 2019; Bhatti, Bhatti, Bano, Rehman, 2019; Bhatti, 2018). In social science research cross sectional research technique is one of the imperative tools for information collection. This study applied the cross sectional approach. Research methodology is a step-by-step process which helps the researcher to sequentially collect data.

Population

The study population was all public hospital in Peshawar. The numbers of hospitals in Peshawar are 4 (Lady Reading Hospital, HMC, KTH, Moulvi Jee hospital). The data collection process involved all of the nursing staff. This research was conducted to learn nurses' view of the servant leader and the relationship between nurses satisfaction.

Sample size

This is a very challenging job to collect data from all workers working in various organizations, for which the researchers recommended collecting data from a section and generalizing the findings (Reman, 2012). The sample of this study was 72 nursing staff of all public hospitals. Information was collected through 85 questionnaires distributed to all nursing workers. It was asked to fill in the section required, and all points were cleared before handing them over. Simple random approach was used for collection of information. Help was taken from sample size selection from the work of Reman (2012) and Hashim, et al. (2019). All the items reliabilities were cross checked with help of SPSS 21 and all values were in significant level. The response was 90 percent.

Table 1

Survey details

S. No	LRH	KTH	CMH	MJ
Sent.	25	25	15	15
Received.	24	20	14	14
Percentage.	96	80	93	93

Questionnaire used

Data was collected from a structure questionnaire in this study. For dimensions of servant leader behaviors and work satisfaction a questionnaire used by Barbuto & Wheeler, (2006) and Hashim et al. (2019) was adopted in this study. 12 items for servant leadership and 5 items for nurses' satisfaction were taken. The instrument was reliable and all values were in .78 and .82 range.

Research Findings

Nursing staff profile

All the respondents were from nursing staff of public hospitals. The age of all nursing staff was between 27 to 40. Majority of the staff were female. The service length was 6 to 14 years. All the nursing staff was well educated.

Instruments reliability

As mentioned in the instrument section that all the instruments were reliable. The reliability was checked with help of SPSS 21. The factor loading showed that all instrument were content and face valid and reliable. The reliabilities were ranged between .78 and .82. Expert opinions were taken from field experts before sending the questionnaire to the respondents.

Regression analysis

Table 2

Correlation matrix

Items	SLB	WS	W	EH	SP
SLB	**	.65	.62	.61	.66
WS	.65	**	.71	.63	.70
W	.62	.71	**	.68	.69
EH	.61	.63	.68	**	
SP	.66	.70	.69	.65	**

0.05 (significance)

Table 2 showed correlation matrix between all variables. All values were strongly correlated. There was strong relation between servant leader behaviors dimensions and nurses' satisfaction as it was .65.

Table 3

Model summary

items	R	Adjusted R	F test/ value
	.65	.63	121.2

0.05 (significance)

Table three (3) shows model summary. The model fit summary was assessed with the help of SPSS 21 regression analysis. The model summary showed that the conceptual model was good fitted to the data because the $r = .65$, with 121.2 f test value. It shows that model is good and acceptable. There was strong relation between wisdom, emotional healing and stewardship and nurses work satisfaction. Nurses perceived that servant leader behavior could change work environment positively.

Results summary of hypotheses (RSH)

Table 4

RSH

Items. (Constant)	Standardized coefficients Beta.	t. value.	Significance.
SLB	.65	11.91	0.000
W	.71	21.55	0.001
EH	.63	10.23	0.03
SP	.70	20.34	0.000

*Nurses satisfaction (Dependent Variable)

Table 4 provided with all coefficients values. All the values were in significant levels. T values were in acceptable range. The individual dimension was also checked for acceptance or rejection. All dimensions were strong relation with nurses' satisfaction. The r value was .65 between two main variables which showed strong relation. Hence all hypotheses were accepted.

Recommendations and Discussions

The main purpose of this study was to understand the perception of servant leader conduct by public hospital nursing staff. This research was carried out at 4 major hospitals in the city of Peshawar (Table 1). To get their perception, a well-structured questionnaire was distributed among all the nursing staff at the hospitals concerned. They are asked to fill out the questionnaire and then return to the researcher. The response rate was 90%. It was proved from the findings that all nursing staff perceived that wisdom, emotional healing and stewardship were the important triggers for nurses' trust and satisfaction. The literature was investigated, and three main assumptions were developed. The hypotheses were also checked with the help of SPSS 21, and found acceptable to all the assumptions. This study also supported earlier work by various researchers, such as McCann et al. (2014), Hashim et al. (2019), Rimes (2012). The hospital nurses were viewed as not only improving administration but also the work satisfaction in public hospitals in Peshawar if management adopts the actions of the servant leader. The conceptual model was also test with the help of regression analysis and found significant. As mention in table 2,

the value of r was .65, with f value 121.22. This showed that two variables servant leader behavior and nursing staff satisfaction had strong relation in public hospitals in Peshawar.

All public hospitals in Peshawar are advised not only to improve the leadership style of the servants but also to keep in mind the satisfaction of the nursing staff. Since, it has been evident from the comprehensive literature review that these two variables can increase nursing trust and engagement and thus satisfaction. This study is significant in the sense that consideration of this model can provide support to hospital administration. This research would also allow not only the administration but also policy makers to think about improved monitoring and efficiency before implementing any management style in hospitals.

Conclusion

It is emphasized in this study to understand the effect of servant leader behavior on nursing staff satisfaction in public hospitals in Peshawar. The findings of this study showed that servant leadership practices such as wisdom, emotional healing, and stewardship positively affect nursing staff satisfaction. The summary hypotheses showed that all the hypotheses were accepted with values of high coefficients and T test values.

Further research

The sample size of this study was only public hospitals in Peshawar; more hospitals from other big cities should be taken to generalize the study results. Nursing staff was one dependent variable some others dependent variables are also recommended for future study.

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