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LEADERSHIP EFFECTIVENESS AND EMPLOYEES' JOB SATISFACTION IN SELECTED HOSPITALS IN DELTA STATE, NIGERIA

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Abstract

This study examines the impact of effective leadership on staff job satisfaction in a few hospitals in Delta State, Nigeria. Convenience sampling and a cross-sectional research design were used. For this study, a questionnaire was used as the research tool for data collection, and 107 respondents were deemed useful. The study's theoretical framework was the theory of transformational leadership. Correlation and linear regression analysis with the aid of Statistical Package for Social Sciences (SPSS) software version 23.0 were used to analysed the data that were gathered. The results of the study revealed that leadership effectiveness have positive significant influence on employees' job satisfaction in selected hospitals in Delta State, Nigeria. The study's conclusion is that employees' perceptions of organisational culture and leadership styles have a significant impact on their perceptions of job satisfaction, which in turn affects their performance and behavior. The happiness of the workforce will be influenced by a leadership style that is in line with the requirements of the organisation. According to the study's findings, hospital management is advised, among other things, to take into account employees' abilities and to unlock their subordinates' potential by engaging in more transformational leadership behavior and cultivating a positive, less-political work environment that will increase their employees' job satisfaction.

Keywords: Leadership effectiveness, Leadership style, Job satisfaction, Transformational leadership theory

Introduction

Depending on who is leading and who is being led, leadership can mean different things to different people. Leadership can take many different forms on any given day, including instructing, coaching, assigning, encouraging, counseling, guiding, correcting, protecting, elaborating, and observing. In order to exercise leadership, you must complete paperwork, preside over meetings, hold hands, defend decisions, consider the future, and settle disputes. All of these things will happen at once; none of them will take place in discrete steps. Think again if you believed that having more control over your time and tasks would come with being the boss. You'll learn, just like the first-time business owner that you have less control over your daily activities as you work to assist and uphold the group of people you lead. Managers and leaders

are distinct roles. Even though they may be good managers, not all managers can truly be called leaders. With their clear visions and strategies geared toward a common objective, managers who are leaders inspire, motivate, and energize their workforce. On the other hand, mainstream and traditional managers are more focused on daily operations and are short-term oriented. They are effective at managing, allocating, controlling, and organizing resources. Leadership has a greater impact on how employees feel about their jobs. In today's organisations, a leader's role has evolved, and a leader's leadership style is crucial to the success of any organisation. True leaders, according to Mintzberg (2010), involve themselves in what they are actually doing rather than doing it for personal gain, and they engage others with their consideration and modesty. Leadership is one of the elements that affect how employees perceive organisational politics, which in turn affects how satisfied they are with their jobs. The management of employees' perceptions of organisational politics that affect their performance is one of leadership's goals (Saleem, 2015). Effective leaders with strong leadership qualities can reduce or moderate perceptions of organisational politics, which improves job satisfaction.

Ajobi and Owunna (2022) define leadership as a complex social process that is based on the shared values, abilities, and knowledge of both leaders and followers. Therefore, everything revolves around the ongoing process of creating and upholding a connection between those who aspire to lead and those who are ready to follow. The majority of organisational theorists concur that successful leadership is one of the most critical factors in the success and general performance of an organisation. Finding out what leadership is and what leaders do to ensure team and organisational success is a problem that affects most public service organisations. With the factors of trust, organisational culture, learning, teamwork, and communication, effective leadership can promote change in organisations through innovation and improvement. The psychological well-being and growth of followers are among the various performance constructs that can be linked to leadership effectiveness. The results of the leadership determine the effectiveness of the leadership, which in turn affects how well the members perform. The ability of the leaders to successfully complete tasks, organisational survival, and growth through their ability to achieve organisational goals are the most frequently used subjective measures of leadership effectiveness. Additionally, improved organisational performance may result from improved leadership, as both effectiveness and profitability will rise (Tariku, Tolosa, Haile & Yiberta, 2021).

Management can easily accomplish organisational goals if employees are comfortable with their superiors' leadership philosophies. In this regard, an organisation's workforce and the effectiveness of its leaders in setting direction for the workers to follow toward achieving the desired organisational goals determine the success or failure of the organisation. The growth of an organisation can be aided by an increase in personal effort from employees as well as an improvement in their abilities and communication skills as well as an increase in retention. Inappropriate leadership effectiveness is one of many factors that can either foster satisfaction or foster dissatisfaction in an organisation. It is a fact that many hospitals have ineffective hospital administrators who are unable to inspire their staff through effective leadership. However, failing to pay attention to this internal factor has resulted in some unfavorable consequences, including high employee turnover, absenteeism, dissatisfaction, and inappropriate behavior when interacting with other employees (Barasa & Kariuki, 2020). Previous studies have shown a direct correlation between external factors derived from the workplace and job satisfaction. Job

satisfaction has also been linked to a variety of outside variables, including leadership styles, which can influence how employees feel about their jobs (Batugal & Tindowen, 2019). Therefore, the focus of this study is on the relationship between effective leadership and employee' job satisfaction in selected hospitals in Delta State, Nigeria.

Review of Related Literature
Employee's Job Satisfaction
Due to its importance for employee behavior and organisational welfare, job satisfaction commonly defined as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences has been the subject of numerous studies among researchers and industrial psychologists for almost a century. Given the complexity of this construct and its many dimensions, including affective, behavioral, cognitive, and situational, numerous researchers have developed theories that attempt to pinpoint the precise variables that influence satisfaction while also introducing a wide range of measurement tools (Irina, 2022). An employee's sense of job satisfaction is a result of a combination of physiological and psychological elements. In reality, determining a person's effective leadership regarding their position within an organisation is what defines job satisfaction. A collection of both positive and negative emotions, attitudes, and beliefs that employees have about their work are referred to as job satisfaction. Additionally, it is a psychological state connected to both internal and external motives (Chukwura, 2017). This internal emotion is thought to play a variety of roles within an organisation and is regarded as an underlying principle in human resources.

Job satisfaction is a type of organisational behavior that displays different attitudes toward a given job. Because both depend on how satisfied a person is with their personal and social lives, it obtains both positive and negative energies that are present in those realms (Fayzhall, Asbari, Purwanto, Goestjahjanti, Yuwono, Radita, Yulia, Cahyono & Suryani, 2020). According to Shrestha (2019), work organisations should develop into a great social system that supports human resources because they play a significant role in achieving an organisation's objectives. Employee satisfaction should also receive a lot of consideration because it is a crucial factor that can impact organisational performance and is a fundamental human need. Additionally, job satisfaction is a known factor in the emergence of behavioral organisation and reflects employees' inner feelings toward their work)Manzoor, Wei, Nurunnabi, Subhan, Shah, and Fallatah's 2019). Therefore, changing the level of this fundamental need will directly affect the outcome of the organisation. Recognizing these factors can aid in enhancing job satisfaction, which can be influenced by a variety of factors. Internal and external motivations are the two main categories into which these factors fall in Maslow's hierarchy and Herzberg theory (Masa'deh, 2016). These motivations may occasionally have a negative impact on job satisfaction, which could cause unusual behaviors among employees within an organisation. Leadership is viewed as an interpersonal strategy in which a leader makes an effort to identify and satisfy the needs of followers. Therefore, a leader's ability to persuade followers can be used to accomplish an organisation's goals. In order to meet the goals and needs of the group as a whole, leadership is a set of perspectives that assists in enhancing others' propensities and behaviors (Jabbar & Hussin, 2019). In actuality, a company's goal, direction, and employee programs are determined by its leadership style.

Abraham Maslow, one of the early proponents of motivation theory, classified human needs into five categories in ascending order, with the most important need occupying the lower level. These categories are: physiological needs, safety and security needs, social needs, self-esteem needs, and self-actualization needs (Beebe & Masterson, 2015; Hee, Yan, Rizal, Kowang & Fei, 2018). According to Maslow, a person cannot progress to the next level of need until all of the needs at the lower level have been met or can be reasonably met. This theory holds that a need that has been met no longer serves as motivation. Herzberg's two-factor theory, which he proposed, is comparable to Maslow's needs-based motivation theory. According to the two-factor theory, there are two types of human needs: the motivators (satisfiers) and the hygiene factor (dissatisfiers). According to Herzberg, satisfaction and dissatisfaction are two distinct variables that do not belong to the same continuum. "Job dissatisfaction is the opposite of job satisfaction" (Hee et al, 2018: 334). The hygiene factors are those fundamental biological requirements that, if not met by the job, may prevent the employee from accepting the position. Although the hygiene factors by themselves do not result in job satisfaction, their absence from the workplace will; salary, security, working conditions, and other factors fall under the category of hygiene. Factors related to hygiene lessen workplace dissatisfaction. On the other hand, motivators are those human needs for success and psychological development that are connected to the job, such as achievement recognition, awards, promotions, etc (Ndibe & Ojiula, 2019).

Numerous studies have demonstrated a connection between organisational effectiveness and workplace productivity and job satisfaction. Absenteeism, low morale, and turnover are some other attitudes and behavior-related aspects of job satisfaction. Job dissatisfaction may cause a worker to leave the company, which would have a negative impact on productivity. Employee job satisfaction, on the other hand, promotes high productivity and reduces absenteeism and turnover (Ndibe & Ojiula, 2019). As a result, leadership is faced with the challenge and responsibility of inspiring workers to improve job satisfaction and productivity. This is due to the fact that each person is unique, and what motivates one person may not motivate another. However, leaders frequently fall into the trap of assuming that motivation is a one-size-fits-all phenomenon (Cohen, 2012). From the aforementioned, it is clear that the human factor is important in raising employee job satisfaction and productivity. By thinking about the employees and not limiting them to a limited set of tasks, an organisation can gain a competitive advantage by managing people effectively and efficiently (Kumar, Duhan & Haleem, 2016). Since team members and leaders are encouraged to start business and behavioral endeavors like job enrichment, transformational leadership, etc., to make the job appealing and fulfilling, it was advised that leadership look forward to planning and implementing some corrective actions towards efficient and effective performance of individuals (Kumar et al., 2016).

However, there are some things that, in developing nations, particularly Nigeria, could improve job satisfaction: (i) a good salary; (ii) regular payment of salaries; (iii) lovely fringe benefits; (iv) a conducive work environment; (v) good leadership and social connections; and (vi) the perception of a fair promotion system within an organisation. These elements are inducements that will result in the contentment, fulfillment, and happiness that characterizes a job well-done (Okolie, 2019). Job satisfaction is more and more often seen as a "win-win" strategy for both employers and employees. Ejiogu (1978) came to the conclusion that top management can tell how satisfied people are with their jobs by looking at these levels. It results in an improved outlook, which is helpful in identifying particular training needs. Additional advantages include

increased productivity, decreased absenteeism, decreased use of sick days, improved hiring and retention rates with associated cost savings, decreased employee stress and loyalty, etc.

Advantages job satisfaction to the employer include, Productivity increased, costs associated with recruiting, training, and turnover decreased, organisational effectiveness and flexibility increased, absenteeism decreased, customer and employee loyalty increased, employee retention improved, teamwork improved, accidents, waste, and breakage decreased, and corporate image improved. While the benefits for the employee include Improved employee loyalty and morale; Increased employee commitment to the organisation; and encouraged employees to perform above and beyond; Lessening of employee stress, The output of the workforce is higher; Enhanced employee contentment and self-worth; Enhanced employee well-being, focus, and confidence; Possibilities for work-life balance and Better communication between employees, management, and clients (Okolie, 2019).

Leadership Effectiveness
The act of leading a group of people or an organisation is referred to as leadership, as is the condition or role of being a leader. Leadership is the act of selecting, empowering, and encouraging one or more followers to use their various talents, skills, and abilities to grow spiritually, mentally, emotionally, and voluntarily. The leader obtains this power by sincerely communicating a vision for the future in terms that the followers can understand, as well as by upholding certain principles and values in a concerted effort to fulfill the organisational purpose and goals. In order for this organisation to survive, leadership refers to the function of a person who can persuade others to organize, achieve, and improve job performance (Vermeeren, Kuipers & Steijn 2014). Lin, Qian, Li, and Chen (2018) define leadership as a practice in which a leader motivates a group of people or followers to achieve common objectives. Currently, leaders do not simply rely on their legitimate authority to persuade their subordinates to carry out or follow orders; rather, they are more concerned with working with them and piqueing and sustaining their subordinates' interest (Marasinghe & Anusha, 2018). The key to effective leadership is the ability to recognize the impact of the personality traits of group members, particularly in circumstances where group performance requires personality variables beyond those possessed by the leader.

Effective leadership is the ability of the superior to carry out their duties and guide the team toward the organisation's goal. Leadership effectiveness was defined as the ability of a leader to persuade subordinates to support organisational goals. The attitudes, actions, satisfaction, and acceptance of followers can also be used to gauge a leader's effectiveness. The subordinate believed that their leaders were successful for both the organisation and for them (Frew et al., 2021). In both public and private settings, Yazdanifard (2015) found that people who display transformational leadership are perceived as being more effective leaders whose subordinates perform better than people who only display transactional leadership. The behavior of transformational leaders promotes subordinates' awareness of the unique role they should play in the organisation and offers personal guidance, which raises perceptions of the leader's effectiveness. Similar to how improving leaders' effectiveness fosters favorable attitudes and performance in followers, corrective transactional leadership with contingent rewards also works well. Furthermore, Frew et al. (2012) discovered that when supervisors develop a particular leadership skill, subordinates frequently report that leaders are highly effective (i.e., active transactional management by exception). Furthermore, according to Judge, Bobo, Thoresen, and

Patton (2001), laissez-faire and transactional leadership are ineffective and/or negatively correlate with how effective a leader is perceived to be. Because of how quickly the business environment is changing, managers' use of transformational/transactional leadership results in higher levels of subordinate motivation and productivity. As a result, the issue has grown in significance and is now crucial to the effectiveness of leaders.

Theoretical Framework

Bass's conceptualization of the transformational leadership model serves as the foundational theory for this study. James Gregor Burns' seminal publication from 1978 is where transformational leadership theory first appeared, but Bass expanded on it in 1985. (Bass, 1985; Burns, 1978; Givens, 2008; Eshetu, 2018). The two had different ideas about the transactional and transformational leadership models. Burns proposed that transactional and transformational leadership are two opposite ends of a continuum, with a leader being one of the two, but Bass proposed that transformational leadership improves transactional leadership by influencing follower motivation and creativity (Bass, 1985). Bass defined transformational leadership as a combination of four elements: idealized influence, inspiring motivation, intellectual stimulation, and individual consideration (Bass & Riggio, 2006; Eshetu, 2018; Torlak & Kuzey, 2019). Bass (1985) added that by involving employees in the decision-making process, transformational leadership prevents the employee from feeling alienated at work and raises their level of job satisfaction.

Employees are motivated and committed to their work when transformational leaders share with them the organisation's long-term vision. Furthermore, by coordinating personal goals with organisational objectives, transformational leaders meet the unique needs of each of their team members. They inspire their staff members by recognizing and rewarding exceptional accomplishments. According to Li, Sajjad, Wang, Muhammad-Ali, Khaqan, and Amina (2019), transformational leadership is exemplified by leaders who inspire, stimulate the mind, and empower their subordinates in order to help them develop innovative work behavior. This view is consistent with that of Bass (1985). Transformational leadership creates opportunities for each employee's personal and professional growth, which promotes the success and long-term viability of the organisation (Odumeru & Ifeanyi, 2013; Kabeyi , 2018). It is a monumental task for management to determine an organisation's mission and then carefully carry out the plans necessary to make it a reality. Fundamentally, the secret to success is leadership that can turn any workforce, no matter how big, into a competitive team with the required synergy to achieve jointly agreed-upon corporate goals and aspirations. When followers describe their leader as charismatic, trustworthy, self-assured, and ethical, idealistic traits are evidently present. By instilling pride, faith, and respect in his or her followers, a leader can motivate them to identify and follow in the footsteps of their heroes. They demonstrate conviction, communicate their underlying beliefs, foster trust, take positions on contentious issues, and highlight the importance of dedication, purpose, and the moral implications of decisions (Erakpotobo, Okolie & Memeh, 2022).

The theory falls short of explaining how transformational leadership and successful workplace outcomes interact. The theory would be more persuasive if the key influence mechanisms were better understood and applied to explain how various types of behavior affect various mediating variables and outcomes. The popularity of transformational leadership has increased recently,

despite the many criticisms it has received. For instance, studies have shown that managers in various contexts, such as the military and business, found that transformational leaders were evaluated as more effective, higher performers, more promotable, and more interpersonally sensitive than their transactional counterparts. Empirical evidence also shows that transformational leadership is strongly correlated with employee work outcomes such as: lower turnover rates, higher level of productivity, employee satisfaction, creativity, and goal attainment and follower well-being. Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include encouraging followers to take greater ownership of their work, challenging followers to do so, and understanding the strengths and weaknesses of followers so the leader can assign followers to tasks that will improve their performance. Connecting followers' sense of identity and self to the project and the collective identity of the organisation is another. In its ideal state, it brings about significant and constructive change in the followers with the ultimate objective of transforming followers into leaders.

Leadership Effectiveness and Employee's Job Satisfaction
The Hawthorne experiments, which were carried out between 1924 and 1932, showed that employees' behavior is not entirely explained by financial rewards, but rather by their attitudes (Ivancevic & Matterson, 1999). The human relations movement consequently emerged, demonstrating that valuing employees' job satisfaction is an important aspect of leadership (Judge et al., 2001). In the latter study, it was discovered that the emphasis placed by servant leadership on creating a sense of community (a relational emphasis) and clarifying goals (a task emphasis) is likely to encourage greater flexibility in defining job performance and, as a result, should raise the overall organisation's measure of job satisfaction. Employees' attitudes and feelings toward their jobs are referred to as job satisfaction (Spector, 1997). Spector also made it clear that both individual characteristics and aspects of the workplace have an impact on job satisfaction. Employees form a mindset about their jobs based on their actions, convictions, and feelings (Kalsoom, Khan & Zubair, 2018). The level of employee satisfaction is typically regarded as a crucial factor for organisational success. Employees are perceived to be satisfied with their jobs if they believe that they are fulfilling and rewarding (Shrestha, 2019). According to the principles of both transformational and transactional leadership, leaders have a significant impact on how their employees carry out their tasks, and this impact has the potential to raise employees' general levels of job satisfaction.

Therefore, a good manager should be able to identify the key factors that influence employees' job satisfaction in the company. According to the majority of studies, a content employee produces more work because he would invest more free time in it. Similarly, Napoleon was quoted by Bakotic (2016) as saying that "the effectiveness of the army depends on its size, training, experience, and morale, specifying that morale is worth more than all other extrinsic factors of job satisfaction. By showing that intrinsic job satisfactions are derived from what an employee experiences in the workplace, such as skill development, responsibility, and others to achieve self-actualization, Metwally, El-bishbishy, and Navar (2014) support the findings of Kalleberg in 1977. Extrinsic factors include management, corporate policies, and other external rewards (e.g., salaries and working conditions). In both public and private schools, Mesh'al and Adnan (2018) conducted research to ascertain the effects of autocratic and democratic leadership styles on job satisfaction. They discovered that the employees' job satisfaction is

positively impacted by the leadership styles. Bushra, Usman, and Naveed (2011) investigated whether organisational politics played a mediating role in the relationship between leadership style and job satisfaction. The study sample was chosen using convenience sampling using non-probability by the researcher, who also used quantitative research and descriptive research design. According to the study's conclusions, transactional leadership has a negative impact on job satisfaction while transformational leadership has a positive one.

134 private field employees, including bank employees, were the subjects of Chang and Lee's (2007) investigation into the relationship and interaction between leadership style, organisational culture, and job satisfaction. The findings showed that organisational culture and leadership style were very likely to have a positive impact on employees' job satisfaction, particularly when those employees shared their leaders' vision within the context of a transformational leadership style. As a result, cooperation between subordinates and superiors serves both the interests of the organisation and the individuals involved. In 2011, Bushra et al. looked into the connection between transformational leadership and job satisfaction among 133 Pakistani bank employees. 42% of participants reported that transformational leadership had a favorable effect on their overall job satisfaction, demonstrating their preference for this particular leadership style. The relationship between job commitment and job satisfaction has been shown to be reciprocal, and transformational leadership generally appears to influence both job commitment and job satisfaction (Emery & Barker, 2007; Riaz, Akram & Ijaz, 2011). The ability of the leaders to promote those values linked to achieving goals and place emphasis on how the former are affected by the former's performance is what gives this style of leadership its power. The idea of a shared vision, in which the success of the company is closely related to each employee's personal development and achievement, motivates employees to work harder (Givens, 2008). The following research hypothesis was developed based on the literature review.

Hypothesis: H$_1$: There is no significant relationship between leadership effectiveness and employees' job satisfaction in selected hospitals in Delta State, Nigeria

Research Methods

The study adopted cross-sectional research design. 134 workers of Pinnacle Ace Medical and Consultancy Service, Uvwie (27), Lily Hospital, Warri (24), Ufor Hospital, Ughelli (27), Grace Clinic and Maternity, Effurun (29) and Twins Clinic, Warri (27) in Delta State constituted the population of this study. For the purpose of this study and to achieve a reliable result, the questionnaire was administered among the hospital management and employees of the selected hospitals using non-probability sampling technique. The questionnaire items were adopted from the literature, while an initial pilot study of 23 workers with replacement was carried out to establish the study reliability and validity using Smart PLS Criterion.

Table 1: Validity and Reliability Results

Construct	Number of items	Composite Reliability	Cronbach's Alpha	Average Variance Extract
Leadership effectiveness	9	0.876	0.780	0.643
Employees' job satisfaction	9	0.853	0.795	0.597

Table 1 showed that the values range from 0.853 to 0.876 for composite reliability and 0.780 to 0.795 for Cronbach's Alpha respectively for the two constructs. This implies that all the constructs are reliable as the values of composite and the Crombach's Alpha coefficients are above the threshold of 0.70 (Hair, Hult, Ringle & Sarstedt, 2017). The reliability results are supported by the discriminant validity values of Average Variance Extract (AVE), which are also above the standard of 0.50 (Hair et al., 2017). Therefore, the two constructs for this study showed high reliability and internal consistency.

There are various scales and questionnaires that have been developed for the purpose of measuring leadership effectiveness (behavior and styles). The Ohio State University's academic community created the Leader Behavior Description Questionnaire, a widely used scale for evaluating leadership behavior (LBDQ). There are two aspects to leadership behavior: 1. Establishing Structure, which refers to how the leader will likely define and organize both his and her own role and that of subordinates in the effort to achieve the goal. It entails actions taken in an effort to plan work, professional relationships, and objectives. 2. Consideration, which is the degree to which a person has professional relationships characterized by trust and respect for the opinions and feelings of subordinates (Strogdill, 1963). According to a factor analysis, the two questionnaire dimensions, Initiating Structure and Consideration, explained 83% of the variance in leader behavior (Halpin & Wiener, 1957). Initiating Structure and Consideration are separate dimensions (Reddin, 1970).

For the purposes of this study, Avolio, Bass, and Jung's scales were used to measure leadership effectiveness (1995). The Multifactor Leadership Questionnaire (MLQ) has nine scales that are based on three dimensions of transactional leadership, one scale of non-leadership, and five dimensions of transformational leadership. The following are the elements of transformational leadership: 1. Idealized Influence – Attributed and 2. Idealized Influence – Behavior, which involves gaining respect, trust and confidence toward the leader and transmission to followers by the leader of a strong sense of mission and the vision of the desired future (e.g. "I have trust in my superior's ability to overcome any obstacle"), 3. Inspirational Motivation, which is when a leader communicates a vision with confidence and increases optimism and enthusiasm in its attainability (e.g. "My superior uses symbols and images to focus our efforts"), 4. Intellectual Stimulation, which is defined as a leader's way of actively encouraging followers to question the status quo and to challenge their own and others' assumptions and beliefs (e.g., "my superior enables me to think about old problems in new ways"), 5. Individual consideration which is described as personalized attention to the needs of all followers, making each person feel valued and treating him/her differently but equitably on a one-to-one basis (e.g., "my superior treats me as an individual and not as part of an anonymous group"). The dimensions of Transactional Leadership are: 1. Contingent Reward, which refers to an exchange of rewards between leaders and followers in which effort is rewarded by providing rewards for good performance or threats and disciplines for poor performance (e.g. "my superior makes sure that there is a close agreement between what he/she expects me to do and what I can get from him/her for my efforts"), 2. Management-by-Exception – Active, which describes leaders characterized as monitors who detect mistakes and 3. Management-by-Exception – Passive,

which describes a leader that intervenes with his/her group only when procedures and standards for accomplishing tasks are not met. The scale of Non-Leadership is called Laissez-faire and exhibits when leaders avoid clarifying expectations, addressing conflicts and making decisions.

The general level of satisfaction and the employees' affective attitude toward their jobs were used to gauge employee job satisfaction. The Job in General Scale (JIG) Ironson (1989) and the Job Satisfaction Index (JSI) Brayfield and Rothe (1951) are the most widely used global scales for measuring satisfaction with more than one element. These scales contain 18 positive or negative work-related statements, such as "I do my work with enthusiasm most days," "I find real pleasure in my work," and "I find my work quite unpleasant," which participants rate on a 5-point scale. As opposed to that, when completing the JIG scale, respondents are asked to think about their work as a whole and to answer with "yes", "no" or "I cannot answer" to what extent it corresponds to 18 different adjectives e.g., "excellent", "pleasant", "undesirable", etc. however, the Spector's job satisfaction scales (JSS) developed in 1985 was used for this study and is currently available in two forms – JSS 1, measures nine job satisfaction facets (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication), and the newer commercial version – JSS 2, which measures overall satisfaction, plus seven satisfaction facets (salary, promotion opportunities, supervision, fringe benefits, coworkers, tasks and communication) (Spector, 1985).

The hypothesis of the study was analysed using inferential statistics of correlation and linear regression analysis with the aid of Statistical Package for Social Sciences (SPSS) software version 23.0. Out of the 134 questionnaire administered, only 107 were retrieved and used for data analysis, given us a 79.9% of response rate. Out of the 107 respondents 67(62.7%) were male and 40(37.3%) were female. This implies that the majority of the respondents were male employees.

Research Results

Table 2: Correlation Results

Independent variable Value R	Correlation with Employees' job satisfaction	Sig. (P)
Leadership effectiveness	0.795**	0.025

** Correlation is significant at the 0.05 levels (2-tailed)
Source: SPSS Output, 2022

Table 2 revealed that there was a positive and significant relationship between leadership effectiveness and employees' job satisfaction in selected hospitals in Delta State, Nigeria (r = 0.795, n = 107, p = 0.025). Therefore, the level of job satisfaction among employees increases as leadership effectiveness increases in the workplace. This implies that when leadership effectiveness improves, the likelihood of increase in employee job satisfaction will rises.

Table 3: Linear   Regression Results

Model	B	Sig.	R²-change	F	Model-R²	Sig.
(Constant)	.749	0.005	-			

Employees' job satisfaction	.592	0.000	0.086	13.109	0.461	<0.05

Source: SPSS Output, 2022

The linear regression results showed that leadership effectiveness explain 46.1% variation in employees' job satisfaction in selected hospitals in Delta State, Nigeria. The overall model is significant ($F = 13.109$, $p< 0.05$). In terms of the influence of leadership effectiveness on employees' job satisfaction, the model revealed that leadership effectiveness significantly exert positive influence on employees' job satisfaction among hospitals' workers ($B = 0.592$, $p <0.05$), thus, the hypothesis was rejected.

Discussion

The study revealed that leadership effectiveness has positive and strong significant correlation with employees' job satisfaction in selected hospitals in Delta State, Nigeria. This finding is in line with previous studies (Givens 2008; Bushra et al., 2011; Saleem, 2015). This study showed that work-family balance had a negative relationship with absenteeism. This finding corroborates with the findings of Madlock (2008) which revealed a statistically significant positive relation between supervisors' communication competence and employee job satisfaction. Additionally, there was a strong correlation between supervisors' relational and task leadership styles and employee communication satisfaction, but only a weak correlation between these styles and employee job satisfaction. Employee job satisfaction should be impacted and linked to servant leadership, which incorporates similar values, if they perceive dignity in their work and derive intrinsic benefits from it. A good leader must be able to alter organisational culture-related factors that undermine workers' job satisfaction and productivity.

The study also demonstrated a significant relationship between leadership effectiveness and workers' job satisfaction in a few hospitals in Delta State, Nigeria. This result is consistent with Chang and Lee's (2007) study, which showed that effective leadership has a significant impact on workers' job satisfaction. The ability of the leaders to promote those values linked to achieving goals and place emphasis on how the former are affected by the former's performance is what gives this style of leadership its power. By giving their team members the notion of a shared vision in which the success of the company is closely correlated with their own personal growth and accomplishment, transformational leaders motivate their workforce to work harder. Transformational and "consideration" leadership qualities, which are prevalent in western cultures, are thought to have a big impact on how motivated and productive employees are. These qualities include empowerment and a clear vision, which have been linked to a high level of job commitment and job satisfaction (Iverson & Roy, 1994). The study by Aspiridis (2013) on the impact of music on employees' satisfaction and performance finally revealed an intriguing aspect of the relationship between leadership and job satisfaction. Particularly, workers who listened to classical or lounge music at work reported a better work environment, as well as an improvement in satisfaction and productivity. Overall, it was believed that the decision to allow music to be played during work hours by the supervisors had a favorable effect on the productivity of the staff members and increased feelings of satisfaction.

Conclusion

The ongoing transformation of the global labor market has heightened competition among businesses and organisations, emphasizing the significance of work dimensions. Many researchers now focus on the study of work-related phenomena like leadership, job satisfaction, and organisational culture in order to advance the management of human resources and the satisfaction of customers. According to this study, effective leadership has a positive impact on workers' job satisfaction. According to the study's findings, effective leadership can create a workplace that is less political, which ultimately improves job satisfaction among employees. In conclusion, evidence suggests that perceptions of organisational culture and leadership styles have a significant impact on employees' experiences of job satisfaction, which in turn affects their performance and behavior. The happiness of the workforce will be influenced by a leadership style that is in line with the requirements of the organisation. A manager or supervisor may be either employee- or job-centered. It has been discovered that employee-centered behavior, or a leader who cares deeply about his or her subordinates, contributes more to employee satisfaction. The following items could be classified under this heading: I prefer democratic leadership styles, II prefer leadership styles, and III value warm, friendly relationships. According to the findings of this study, it is advised that:

1. The management of the hospital should take into account the skills of the staff and should unlock the potential of their subordinates by exhibiting more transformational leadership behavior and by fostering a motivating and less political environment that will increase their job satisfaction.
2. The government must ensure that it develops sound policies to reposition Nigeria's hospitals. This will contribute to increasing workers' job satisfaction and lowering Nigeria's high rate of human capital migration, particularly among medical professionals.
3. Further research is required to draw interesting conclusions and improve the overall function and wellbeing of organisations regarding the impact of employees' and superiors' demographic traits on leadership.

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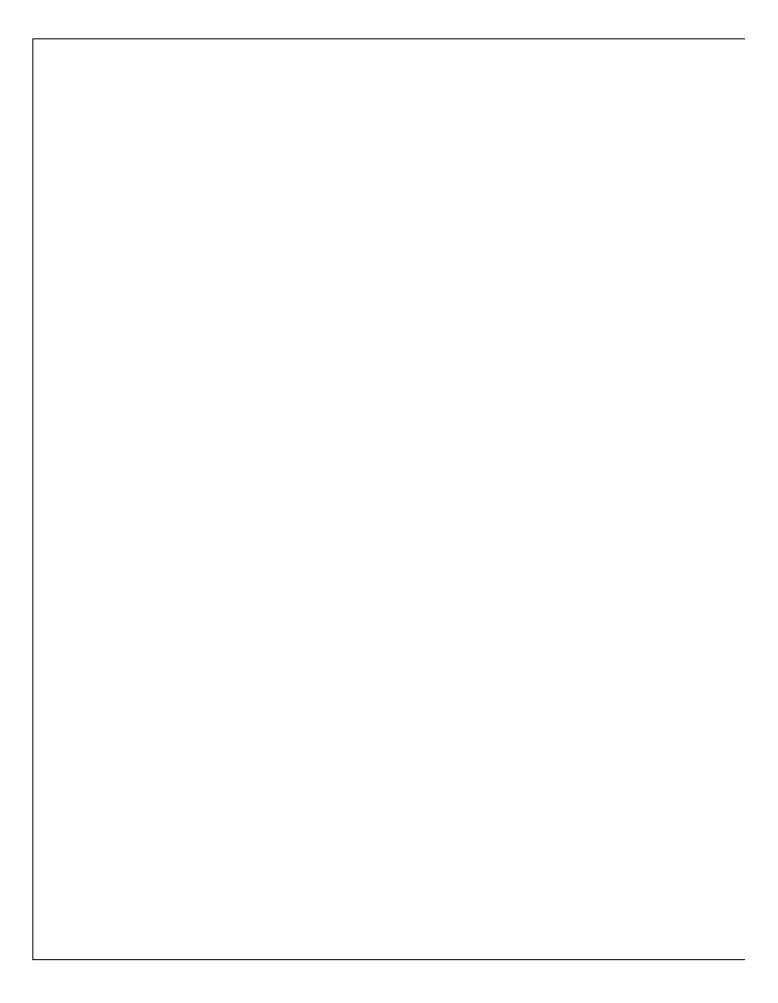
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