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Servant Leadership and Employee Job Satisfaction

***Uzoma Chukwuemeka Henry; & **Zimoha Kate Uzoechi**

*Department of Business Administration, Faculty of Management Sciences, University of Agriculture and Environmental Sciences, Umuagwo, Imo State Nigeria. **Department of Management, Faculty of Management Sciences, Imo State University, Owerri, Nigeria

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Abstract

This study has examined the relationship between servant leadership and employee job satisfaction in selected brewing firms of south east, Nigeria. The study proposed three research objectives, research questions and hypotheses. The study collected data from the primary source as the questionnaire was the major instrument used to generate the data. The researcher also used correlation analysis method which includes Pearson product moment technique to test the research hypotheses The findings from the analysis showed that there is a relationship between gentle persuasion, stewardship and trust on employee satisfaction of brewery firms in south east Nigeria. The study based on the findings concluded that servant leadership is a powerful approach to leadership that can significantly impact employee satisfaction by building trust, demonstrating stewardship, and using persuasion. By adopting a servant leadership approach, organizations can create a positive work environment, increase employee engagement and retention, and ultimately drive business success. The recommendation suggested that firms should develop employee development and growth programs.

Keywords: Servant Leadership, stewardship, Trust, Persuasion, Employee satisfaction

Introduction

Servant leadership, a concept introduced by Robert K. Greenleaf in 1970, emphasizes the leader's role as a servant first. Unlike traditional leadership models that prioritize organizational goals or the leader's authority, servant leadership focuses on the growth, well-being, and development of followers (Greenleaf, 1977). The core principles of servant leadership include empathy, listening, stewardship, commitment to the growth of people, and building community (Spears, 1995).

Over the years, servant leadership has garnered significant attention in organizational behavior and management literature due to its positive impact on various employee-related outcomes, particularly employee satisfaction. Employee satisfaction, defined as the degree to which employees feel content with their jobs and work environment (Locke, 1976), is crucial for organizational success, influencing productivity, retention, and overall morale.

Research has consistently shown that servant leadership fosters higher levels of employee satisfaction. This relationship is attributed to the supportive and ethical nature of servant leaders, who empower employees, show genuine concern for their needs, and promote a culture of trust and respect (Liden et al., 2008). Furthermore, servant leadership has been found to enhance psychological empowerment and organizational commitment, both of which are closely linked to employee satisfaction (Van Dierendonck, 2011).The aspect of servant leadership this study examined are gentle persuasion, stewardship and trust. This study examined the relationship between servant leadership and employee satisfaction as could be seen in the conceptual framework below;

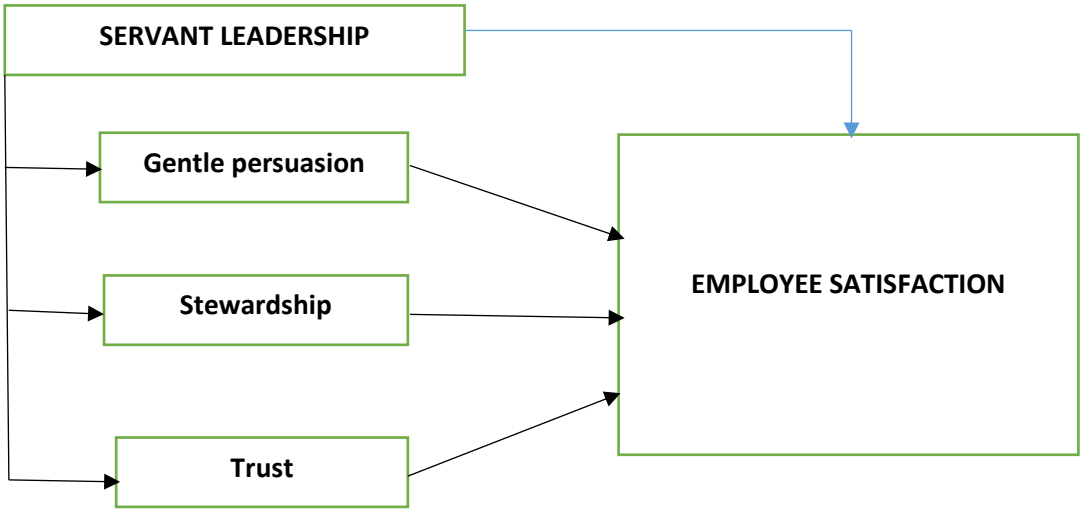


Fig 1: Operational Conceptual Framework
Source: Researchers Desk 2025

Statement of the problem

Several prior researches have demonstrated that servant leadership increases employee work satisfaction. For example, (Qing et al., 2022) discovered that servant leadership is associated with higher levels of employee job satisfaction. Empathy, personal development, and empowerment are all examples of servant leadership behaviors that can boost employee job satisfaction.

Several empirical studies reinforce this connection. For instance, Hunter et al. (2013) found that servant leadership is positively associated with job satisfaction and organizational citizenship behaviors. Similarly, Jaramillo et al. (2009) concluded that servant leadership leads to higher job satisfaction through the mediating effect of trust in leadership. Other studies have also shown that servant leadership can promote organizational commitment, motivation, and organizational citizenship behavior, which can lead to improved employee performance (Fatima et al., 2023; Qing et al., 2022). It could be witnessed from the empirical findings that not all aspect of servant leadership were studied by scholars.

Also, most studies conducted did not specify the location the studies were carried out and that brings in the gap in literature. As a result, more research on servant leadership in boosting employee satisfaction is required, as this study investigates other aspects of servant leadership such as gentle persuasion, trust, and stewardship and their relationship to job satisfaction. This study will look in depth at how servant leadership affects employee satisfaction using brewery firms in south east Nigeria.

Objectives of the Problem

The main objective of this study is to examine the relationship between servant leadership and job satisfaction. The specific objectives are to;

1. evaluate the relationship between gentle persuasion and employee satisfaction.
2. examine the nexus between stewardship and employee satisfaction.
3. determine the association between trust and employee satisfaction.

Research Questions

The study formulated the following research questions;

1. What is the relationship between gentle persuasion and employee satisfaction?
2. To what extent is the nexus between stewardship and employee satisfaction?
3. What is the association between trust and employee satisfaction?

Research Hypotheses

Ho_1: There is no significant relationship between gentle persuasion and employee satisfaction.

Ho_2: Stewardship is not related with employee satisfaction.

Ho_3: There is no significant association between trust and employee satisfaction.

Scope of the study

The scope of this study is examined based on content, geographic and units scope. The topic focus is the study of the relationship between servant leadership and employee satisfaction, with the variables being gentle persuasion, stewardship, and trust. The geographic focus is limited to south-east Nigeria, whereas the unit scope includes breweries in the same region. The unit scope included all of the study organizations' functional units, such as production, accounting/finance, marketing, and research and development.

Conceptual Review

The concept of Servant leadership

Leadership is a comprehensive phenomenon that human civilization cannot function without (Alvehus, 2021). It is a universal act that governs humanity's issues around the planet (Carrillo 2020). The flow of leadership has long been a crucial concern (Uhl- Bien & Arena, 2018); some people take advantage of others, causing turbulence, turmoil, or outcry, as seen in today's economic world.

Servant leadership is a type of administration that prioritizes people (Heidari, Ghasemi, & Heidari, 2019), ideals (Kiersch & Peters, 2017), and the "big picture" (Wang, Xu, & Liu, 2018). As a result, servant leaders serve rather than impose (Al Hila & Al Shobaki, 2017). They empower rather than command (Aij & Rapsaniotis, 2017). They view their work as a vocation rather than a job (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). Knowing that a leader influences their followers (Farrington & Lillah, 2019), the effect must be beneficial. As a result, this study suggests Servant Leadership as a solution to organizational leadership challenges. Servant leadership is likely to be the greatest approach because it is the leadership paradigm that Jesus Christ employed. It is based on ethical behavior (Lemoine, Hartnell, & Leroy, 2019) and leadership via service (Petrovskaya & Mirakyan, 2018), both of which are absent in most firms.

Servant leadership expresses authority (Allen, Winston, Tatone, & Crowson, 2018) and power (Sousa & van Dierendonck, 2017) in a way that differs from how other leadership concepts are interpreted. Servant Leadership (Roberts, 2018) aligns with a leadership style that values integration (Lemoine et al., 2019) and authority (Tanno, 2017). Power should be derived from one's influence over subordinates, rather than one's position. When leaders interact with their employees, they can affect them while working together (Muzira, Muzira, & Min, 2020). Still, when they have control over them, they can only force them to work (Ahmad, Donia, Khan, & Waris, 2019). Coercion does not result in long-term behavior change (Mountjoy, 2019); nevertheless, excellent influence can have a ripple effect of Servant Leadership (Stollberger, Las Heras, Rofcanin, & Bosch, 2019).

The basis of authority is a member's acceptance of power rather than the person in charge (Presthus, 2019). This means that even if a person is in a position of authority, such as a manager, if the members refuse to accept their leadership, they have no control because they cannot influence them. Moral leadership is characterized as having CEOs who uphold a high moral code (Solinger, Jansen, & Cornelissen, 2020), setting an example, and seeking to implant this morality in others as part of the servant concept. This is congruent with Servant Leadership, which demands a leader to have high moral standards, set a good example, and motivate others to do the same.As a result, someone in a position of authority should be able to influence their followers (Hermawati, Sugiyarti, Handayani, Sunarsi, Alfiah, & Maddinsyah, 2020).

A servant leader must have "power to" rather than "power over" (Ross, Matteson, Sasso, & Peyton, 2020). This implies that a Servant leader has the authority to serve others rather than be served. "Power over" implies compulsion, whereas "power to" implies. Servant Leadership, as opposed to other leadership styles, derives power from the leader's influence while serving the followers. Power is used to persuade rather than coerce or force (Etzioni, 2019).

Attributes of Servant Leadership

Leadership is inherited, not taught (Resnick & Schantz, 2017). As a result, leaders bear tremendous responsibility for modeling behavior that their followers should emulate (Cheng, Wei, & Lin, 2019). Leadership or management is a vital organizational position (Qing, Asif, Hussain, & Jameel, 2020), and any firm that wants to grow (Delen, Moscato, &Toma, 2018, January) and be effective (Graves & Moore, 2018) must have knowledgeable leaders.

As a result, a servant leader must have specific qualities, such as good listening skills (Sikorski, 2017), the ability to communicate effectively (Coetzer, Bussin, &Geldenhuys, 2017), and the ability to be empathetic (Elche, Ruiz-Palomino, &Linuesa-Langreo, 2020), patient (ELLIS, 2019), and truthful (Burton, Peachey, & Wells, 2017). A leader with these attributes is more likely to engage in Servant Leadership.

These traits are an important tool for improving how businesses are handled. As a result, Servant Leadership is concerned with one's behavior and character (Stollberger et al., 2019; Sousa & van Dierendonck, 2017). Leadership, as opposed to management, is concerned with who we are rather than what we do. This study divides servant leadership characteristics into four categories: visionary, selfless, effective communicator, and stewardship. The following is an example:

Stewardship

A steward is someone who has been entrusted with another person's property or assets (Boaheng, 2021; Sitimorang, 2019). As a result, a servant leader should be a steward who

ensures that people (Sherman, 2019), an organization's most valuable asset, fulfill their full potential. Social responsibility (Kuttner et al. 2020), dedication (Akinboyo & Gerber, 2020), and teamwork (Drekonja et al. 2019) are all interconnected with stewardship. Stewardship also includes resource management (Hutchings 2018).

This includes safeguarding the environment by reducing pollution (Jorgensen, Krasny, & Baztan, 2021) and land degradation (Duque et al., 2021), which corporations have caused in some cases when unloading pollutants. As a result, servant leaders should exhibit stewardship traits like loyalty (Shah, Batool, & Hassan, 2019), ethical behavior (Lumpkin & Achen, 2018), and social responsibility (Yoon, Darville, & Spann, 2021). A steward is committed to the owner of the land or assets they manage, as well as their followers and the organization for which they work.

The people they serve admire the leader for their loyalty. Because of their dedication, they are dependable (Croft, 2021) and accountable (ten Have &Neves, 2021). A steward is expected to behave ethically (Yen & Cutrell, 2021). A servant leader must also be honest about their personal (Hoch, Bommer, Dulebohn, & Wu, 2018), professional (Coetzer et al., 2017), and overall lives (Sims, 2018). Their way of life should set an example for their followers (Kiker et al., 2019). As a result, stewardship requires a real concern for the well-being of others (Stoewen, 2017). As a result, servant leaders are held more socially accountable (Ragnarsson, Kristjánsdóttir & Gunnarsdóttir, 2018). Their selflessness reflects their care for society (Erdurmazlı, 2019). Their societal responsibilities should include environmental care (Barrage, Chyn, & Hastings, 2020).

Persuasion

Persuasion is defined as the ability to influence others without using compulsion, manipulation, or force to reach a common objective or vision (van Dierendonck, 2011). Persuasion is an essential skill for servant leaders, allowing them to:

1. Establish trust and credibility (Liden et al., 2014).
2. Encourage and motivate others (Hannah et al., 2011).
3. Encourage collaboration and teamwork (Hu &Liden, 2011).
4. Promote positive transformation and innovation (Ehrhart, 2004).

Key Characteristics:

1. Empathy: understanding others' views and needs (Goleman, 2013).
2. Active listening: Completely engaged with others' views and concerns (Covey, 2013).
3. Authenticity is being genuine, transparent, and honest (Bennis, 2013).
4. Emotional intelligence is the ability to recognize and manage one's own emotions (Goleman, 2013).

5. Clear communication: articulate a compelling vision and goals (Kouzes & Posner, 2017).

Strategies for Effective Persuasion:

1. Storytelling: Sharing personal stories and experiences (Gardner, 2012).
2. Collaborative problem-solving: Including others in decision-making (Bass, 1985).
3. Value-based appeal: Aligning aims with shared values (Spears, 2010).
4. Providing options and involve others in decision-making (Deci& Ryan, 2000).
5. Leading by example: demonstrating behavior and values (Kouzes& Posner, 2017).

Trust

Trust is an essential component of servant leadership, allowing leaders to form deep bonds with their team members and establish a healthy work environment. Trust is the desire to be vulnerable and rely on others, knowing that they will act honestly and fairly (Mayer et al., 1995).

Importance in Servant Leadership:

Trust is essential for servant leaders to:

- Build strong relationships with team members
- Foster open communication and feedback
- Encourage collaboration and teamwork
- Empower team members to take ownership and make decisions
- Create a positive and inclusive work culture

Key Characteristics:

a. Integrity: Consistently demonstrating honesty and integrity.
b. Transparency: Being honest and straightforward in communication and decision-making.
c. Reliability: Following through on obligations while respecting secrecy.
d. Accountability: Accepting responsibility for actions and outcomes
e. Empathy: Understanding and expressing sympathy for others

Theoretical Review

Here are some suitable theories on servant leadership with current references:

1. According to van Dierendonck's (2011) thesis, servant leadership encompasses empathy, listening, and stewardship as its key features.
2. The Transformational Leadership Theory (Bass & Riggio, 2018) discusses how leaders can inspire, motivate, and empower their subordinates, in line with servant leadership principles.

3. Cropanzano and Mitchell's Social Exchange Theory (Cropanzano & Mitchell, 2017) emphasizes the importance of mutual trust, respect, and open communication in building relationships with followers, which is essential for servant leadership.
4. Leadership-Member Exchange (LMX) Theory (Graen & Uhl-Bien, 2019): This approach, like servant leadership, emphasizes how leaders build high-quality relationships with their followers via trust, respect, and open communication.
5. Authentic Leadership Theory (Avolio & Gardner, 2020) emphasizes how authentic leaders, especially servant leaders, develop trust and credibility with their followers by being self-aware, transparent, and ethical.

Empirical Review

Zimmerer (2023) used a mixed-methods study to see if there was a link between job happiness and servant leadership among a varied sample of professionals from the Baby Boomer, Millennial, and Generation X generations. The researchers followed a non-experimental design. The quantitative component of the study sought to understand the levels of servant leadership and work satisfaction as experienced by the aforementioned generations. The investigator employed correlation analysis in the research design. The results of the Pearson's correlation methods were further evaluated using a multivariate analysis of variance (MANOVA) to simultaneously test all variables and limit the likelihood of making a Type I error. The correlation techniques gave evidence to support the hypothesis that servant leadership was associated with higher levels of work satisfaction across all generations. Henning (2022) did a study to see if job happiness was linked to servant leadership at a healthcare business in Colorado. This study did not take into account the categorical variable of generational cohort. However, Henning's study is important to this analysis because it was conducted within the context of a healthcare organization and employed Pearson's correlations procedures to assess the stated hypothesis.

Henning (2016) used Laub (1999)'s OLA instrument to assess work satisfaction and perceptions of servant leadership. The correlation study revealed a favorable relationship between servant leadership and job satisfaction ($r = .680$, $p < .001$ (2-tailed). Based on general Pearson's correlation standards, the researcher determined that the association between servant leadership and job satisfaction had a big impact size, with.680 being significantly greater than the.5 threshold.

Carley (2021) conducted a quantitative study to investigate the relationship between job happiness and the seemingly diametrically opposed approaches of transformational and transactional leadership. This was likewise a correlational research endeavor, with an emphasis on the categorical variables of generational cohorts, among others. While this study did not focus on servant leadership, it is a useful and relevant precedent because it was conducted using a healthcare system's population sample. It is also an important

precedent due to its study design, which used Pearson's correlation techniques to determine whether there was a positive association between constructs. Carley (2008) used regression analysis to further investigate the influences of each generational group.

Gap in Literature

The investigation identified both the content and spatial gaps. The content gap revealed that most empirical studies examined the relationship between servant leadership and employee job satisfaction using other variables such as empathy, personal development, and empowerment and how they relate to job satisfaction; this study, on the other hand, examined other aspects of servant leadership such as stewardship, gentle persuasion, and trust and their relationship to employee satisfaction. Furthermore, the majority of investigations were done outside of the geographical region included by this study. This study focused on the south-east region of Nigeria, namely the brewery enterprises in the region.

Methodology

This section reviewed the various research methods used in this study. It demonstrated the research design, study population, sampling design and procedure, sample size determination, sampling procedures, data collection instrument, instrument validity and reliability, instrument administration, and data analysis methodologies.

Research Design

The researcher used survey methods of study, which include personal interviews, questionnaires, and observations. The researcher used the interview instrument to confirm the answers and/or responses provided by the respondents in the questionnaire. The utilization of interviews helped to confirm the researcher's conscious observations made while conducting the study.

Population of the Study

The population of the study comprised of the staff of Brewery firms in south east Nigeria with a staff strength of 830.

Sample Size Determination

The sample size for this study was calculated using Taro Yammen's formula, as reported by Alugbuo (2002). After calculating the sample size, the value was assigned proportionally to the organisations based on their fraction of the total population (Alugbuo, Umeaka, & Eriama, 2013). Taro Yammen's formula is used to calculate the sample size, as follows:

Where:

n=sample size

N=number of items in the universe or population

e^2=square of maximum allowance for sampling error or level of significance.

For the purpose of this research, the sample size is:

Substituting the value into this formula, we have

$$n = \frac{N}{1 + N (e) 2}$$

Where

n = desired sample size

N= size of the population

e= Limit of error tolerance which was assured to be 5% (0.05); confidence limit.

Computing with the above formula, the number of questionnaires to be administered will be obtained

$$n = \frac{830}{1 + 830 (0.05)^2}$$

$$= \frac{830}{1 + 830x\ 0.0025}$$

$$= \frac{830}{1 + 2.075}$$

$$= \frac{830}{3.075}$$

$$= 269$$

Our sample size is therefore 269 staff.

Sampling Techniques

The researcher employed the non-probability sampling method, which Anyanwu (2002) defines as a non-random procedure in which the researcher selects a sample based on his understanding of the universe, its components, and the nature of his study objectives. Non-probability sampling thus refers to a set of sampling procedures that assist researchers in selecting units from a population of interest for study.

The researcher consequently utilized quota sampling non-probability sampling approaches in the investigation. This is a method that ensures that a certain number of sample units from different categories with specific characteristics emerge in the sample so that all these aspects are represented. In this strategy, the researcher interviews as many persons in each category of study unit as possible until his quota is satisfied (Ukaga,

Eriama-Joseph, Nwachukwu, & Ajero, 2013). In this study, the researcher focused solely on the managerial staff. Non-probability sampling is also employed in studies that employ quantitative, qualitative, or mixed approaches. In addition, non-probability sampling is less expensive and easier to implement.

Instrument for Data Collection

A structured questionnaire was used to collect data for this investigation. The questionnaire was titled servant leadership and employee satisfaction. The questionnaire had two sections: A and B.Section A contains questions on the respondents' demographics, whereas Section B contains questions about the study's objectives. The questionnaire was designed in the Likert format. Strongly agree (SA), agree (A), disagree (D).

Validity and Reliability of the Study Instrument

Validity of Research Instrument

The questionnaire was subjected to research expects supervisors' for corrections so as to achieve face validity.

Reliability of Research Instrument

Cronbach alpha coefficient of reliability was used to determine consistency of the instrument. Coefficient of 0.682 was obtained which shows that the instrument is reliable.

Methods for data Analysis

The researcher focused on descriptive statistics such as mean, percentage, and standard deviation, as well as the Pearson product moment correlation (r) analytical technique. Descriptive statistics were employed to address the study issues. This was done to ensure the simplicity and clarity of the data. The study made use of Pearson product moment correlation. The goal of correlation analysis was to determine the independent factors' significant link with the dependent variables, as well as how the independent variables can predict the dependent variables. Statistical packages such as Statistical Packages for Social Sciences (SPSS 25) were used to analyze the data. Finally, the outcomes of the data collection were expressed in the discussion of findings.

Decision Rule for Hypotheses

The rejection of the null hypothesis was based on the P-value as the null hypothesis was rejected if p-value<0.05.

Result

In this section, the correlation coefficient analysis was employed to address the hypotheses. Out of a total of 269 questionnaires distributed to respondents, a sample size

of 230 was used for the analysis after the retrieval of the questionnaire which were properly filled.

Testing of Hypotheses

The hypotheses in the study were tested as follows:

Hypothesis One

Ho_1: There is no significant relationship between gentle persuasion and employee satisfaction.

The Data for testing hypothesis one was obtained from questionnaire item

Table 1: Correlation analysis on gentle persuasion and employee satisfaction

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Gentle Persuasion	4.15	1.037	0.778	0.001
Employee Satisfaction.	4.33	0.604		

Source: SPSS Correlation Analysis Output (2025).

The result on table 1 presents the correlation analysis between gentle persuasion and employee satisfaction. The result shows a p-value of 0.001 and correlation coefficient of 0.778. The result shows a p-value less than 0.05 being the level of significance; therefore, we reject the null hypothesis and accept the alternative hypothesis. Therefore, the correlation coefficient between gentle persuasion and employee satisfaction is statistically significant. Therefore, there is a significant relationship between gentle persuasion and employee satisfaction.

Hypothesis two

Ho_2: Stewardship is not related with employee satisfaction.

Table 2: Correlation analysis on Stewardship and employee satisfaction

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Stewardship	4.13	1.051	0.802	0.001
Employee satisfaction.	4.43	1.913		

Source: SPSS Correlation Analysis Output (2025).

The result on table 2 presents the correlation analysis between stewardship and employee satisfaction. The result shows a p-value of 0.001 and correlation coefficient of 0.802. The p-value is less than 0.05 being the level of significance, thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between

stewardship and employee satisfaction is statistically significant. This means a positive and a strong relationship existing between stewardship and employee satisfaction.

Hypothesis three

Ho_3: There is no significant association between trust and employee satisfaction.

Table 3: Correlation analysis on trust and employee satisfaction

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Trust	4.3	1.006	0.816	0.001
Employee satisfaction	4.28	0.835		

Source: SPSS Correlation Analysis Output (2025).

The result on table 3 presents the correlation between trust and employee satisfaction. The result shows a p-value of 0.001 and a correlation coefficient of 0.927. The result shows a P-value of 0.001 which is ≤ 0.05 level of significance; thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between trust and employee satisfaction is statistically significant. This means a positive and a strong relationship existing between trust and employee satisfaction.

Discussion of Findings

The findings in response of hypothesis one shows that there is a significant relationship between gentle persuasion and employee satisfaction in Brewing firms of south east Nigeria. This is obtained as the Pearson correlation coefficient between gentle persuasion and employee satisfaction is 0.778 with a p-value of 0.001 which is less than 0.05. This indicates statistically significant result.

Hypothesis two reveals that the Pearson correlation coefficient between employee satisfaction and stewardship is 0.802 with a p-value of 0.001 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that stewardship does not significantly relate to employee satisfaction in Brewing firms of south east Nigeria is rejected.

Hypothesis three shows that the Pearson correlation coefficient between trust and employee satisfaction is 0.816 with a p-value of 0.001 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between trust and employee satisfaction in Brewing firms of south east Nigeria is rejected. Hence, the study concludes that there is significant nexus between trust and employee satisfaction in Brewing firms of south east Nigeria. This is in line with the empirical works of Zimmerer (2023) who conducted a mix-method study to determine if there was a relationship between job satisfaction and servant leadership. The

correlation procedures provided data to support the hypothesis that across all generations, servant leadership was positively related to job satisfaction.

Conclusion

In conclusion, servant leadership plays a significant role in fostering employee satisfaction by building trust, demonstrating stewardship, and using persuasion. Servant leaders prioritize their employees' needs, empower them, and create a positive work environment, leading to increased job satisfaction, engagement, and retention.

Trust is a fundamental component of servant leadership, enabling leaders to build strong relationships with their employees. By being transparent, reliable, and empathetic, servant leaders establish a culture of trust, which is critical for employee satisfaction.

Stewardship is another essential aspect of servant leadership, as it involves leaders taking responsibility for their employees' growth and well-being. By investing in their employees' development and recognizing their contributions, servant leaders demonstrate their commitment to their employees' success.

Persuasion is an essential talent for servant leaders because it allows them to inspire and encourage their teams without resorting to pressure or manipulation. Servant leaders who use persuasion effectively can achieve consensus, encourage collaboration, and drive positive change.

In conclusion, servant leadership is a powerful way to leadership that may dramatically improve employee happiness by fostering trust, exhibiting stewardship, and employing persuasion techniques. Organizations that adopt a servant leadership strategy can foster a healthy work environment, enhance employee engagement and retention, and ultimately drive business success.

Recommendation

Here are some policy recommendations based on the role of servant leadership and employee satisfaction as it relates to trust, stewardship, and persuasion:

Organizational Policies:

1. Implement servant leadership training programs for managers and leaders.
2. Establish clear communication channels to foster transparency and trust.
3. Develop employee recognition and reward programs to demonstrate stewardship.
4. Encourage active listening and feedback mechanisms.
5. Foster a culture of empathy and understanding.

Trust-Building Policies:

a. Implement regular town hall meetings and open forums.
b. Ensure transparency in decision-making processes.

c. Develop and communicate clear organizational values and mission.
d. Establish a confidential reporting system for concerns and feedback.
e. Conduct regular employee surveys to measure trust levels.

Stewardship Policies:

1. Develop employee development and growth programs.
2. Provide opportunities for cross-functional training and mentorship.
3. Implement performance management systems that focus on growth and development.
4. Recognize and reward employees for their contributions.
5. Provide wellness programs and support for employee well-being.

Persuasion Policies:

1. Develop effective communication strategies for leaders.
2. Encourage collaborative decision-making processes.
3. Provide training on conflict resolution and negotiation.
4. Foster a culture of open feedback and constructive criticism.
5. Recognize and reward innovative and creative solutions.

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