

The Role of Strategic Leadership on Quality Public Service Delivery: A Study of Federal Medical Centre, Yenagoa

David Ebikeme Atiye
Department of Political Science
Faculty of Social Science
Niger Delta University, Wilberforce Island
Bayelsa State, Nigeria
Email: atiyedavid11@gmail.com

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Abstract

The concept of leadership dates back to the inception of human civilization. Accordingly, there has been a significant shift from conventional leadership approaches to strategic leadership. This research evaluated the impact of strategic leadership on enhancing service quality within Federal Medical Centre Yenagoa. The study aimed to gauge how strategic leadership contributes to enhancing public service quality in this medical centre, posing two research inquiries. A survey involving 203 participants was conducted using Taro Yamani's statistical formula. Upon scrutinizing the data collected from 193 individuals, it was evident that strategic leadership has effectively enhanced public service quality in Federal Medical Centre Yenagoa. This can be ascribed to its ability to modify institutional trajectories, as demonstrated by the adoption of the New Public Management theoretical framework (NPM) in 1991, established by Christopher Cropper Hood, the Gladstone Professor of Government. The study stressed that unlike traditional leadership, which heavily depends on personal attributes, strategic leadership is more objective, focusing on the interactions between the external environment and the organization's mission. The study, amongst others, recommended that the Federal Medical Centre Yenagoa and similar establishments in Nigeria reassess their leadership approaches and embrace strategic leadership. These institutions should proactively establish an environment and mechanisms conducive to strategic thinking and systematic action to achieve sustainable growth goals.

Keywords: Strategic Leadership, Traditional Leadership, Public Service Delivery, Federal Medical Centre Yenagoa and Nigeria.

1. Introduction

Health services institutions in Nigeria are under increasing pressure to provide timely and high-quality service to provide for a population's requirements. A leader's burden is expanding as a result of the enormous demands placed on them by the business for immediate results, more efficiency, and increased productivity. The urgency and rapidity of daily obligations make it difficult to consider anything beyond the next step forward. Leaders and individual contributors equally must have the capacity to adopt a more strategic perspective and see the big picture when it comes to their responsibilities and duties.

With the COVID-19 Pandemic, public sector institutions, particularly those in the health sector, are under increasing pressure to enhance efficiency while offering better quality and integrated services. As long as a framework for economic and locative efficiency, equality, justice, fairness, safety, and competitiveness and contestability continues to be built, the public sector will remain a key vehicle for delivering high-quality services. At the same time as lowering transaction costs, the system should ensure service continuity even in highly competitive marketplaces.

Corporate health is becoming increasingly complicated, dynamic, and unpredictable as a result of global megatrends. Organizations in an uncertain economic climate require successful methods that allow them to flourish. Due to rapid changes in the knowledge economy, traditional leadership practices

are no longer effective. Companies in today's knowledge-driven global business world must exercise systemic innovation to be competitive. There is no question that every organisation is seeking long-term success and superior service delivery. To do this, they must have a vision and competence that can only be obtained via strong and strategic leadership. There is a wide range of activities that may be handled to bring about development and excellent service delivery, but only if the leadership style is appropriate for the scenario (Otuya et al., 2019).

The increasingly volatile, uncertain, complicated, and ambiguous operational environment necessitates the use of strategic leadership practices in today's enterprises. Organizational dedication, employee job satisfaction, and increased productivity may all be attributed to strategic leadership, and this, in turn, contributes to the efficient and effective provision of high-quality services. In the opinion of Manning (2003), strikes and a lack of commitment among healthcare employees is mostly due to ineffective leadership and lack of vision. There have been deaths at health facilities and poor service delivery as a result. Although leadership styles are critical to the success or failure of any business, strategic leadership is necessary for every organization's management, which has a significant impact on the organization's long-term performance.

In line with the above, Otuya & Okolo, (2019) aver that the leader's ability is formed over time by the quality of the top team and the entire organization's capabilities. They further state that leaders may either support or make feasible changes they desire to see in their organization. Therefore, the best leaders pay great attention to the environment in which they work and pay attention to the smallest things, they define a clear vision of what they want to accomplish and build efficient leadership teams, prioritize and order their projects meticulously, and restructure organizational structures to make successful execution simpler.

When it comes to applying strategic leadership, it's all about combining intuition, creativity, and foresight to help people achieve their goals. The legacies of great leaders are just as important as the results they achieve during their time in office. Leaders who leave behind a company that is both lively and competitive are sure to leave their mark. This involves having a high-performing leadership team, a well-thought-out organization, and managers and employees at every level who are passionately devoted to getting things done. Organizational leaders should be able to inspire excitement for the future as well as a sense of urgency about what's occurring now. A strategic leader's primary responsibility is to get a comprehensive understanding of the existing and future state of the organization, as well as the external environment and other relevant elements to see what effect strategic leadership has on public service delivery in Federal Medical Centre Yenagoa.

2. Statement of the Problem

Achieving superior organizational performance and effective service delivery is not a question of chance but rather a result of the decisions that leaders make from time. When a leader can anticipate and envision the future while also remaining adaptable, strategic-thinking and initiating changes that give their organization an advantage, they are being distinguished from traditional leaders, which is one of the most pressing issues facing Nigerian organizations, particularly health institutions.

Okolo & Etekpe (2011) argued the dynamics of strategic leadership and control within organizations, examining the roles of senior executives and employees in shaping strategic direction. It seeks to investigate the strategies employed by organizations to foster a shared understanding of strategic leadership and to evaluate the effectiveness of formal business systems and procedures in driving organizational performance towards strategic goals.

One of the most fundamental challenges of health institutions particularly at Federal Medical Centres Yenagoa, is the lack of strategic leadership which breeds ineffective and inefficient service delivery leading to poor performance. FMC Yenagoa offers essential services in the area of healthcare service delivery for the betterment of the human race (Ahmed, 2013). However, this institution faces a wide range of complex and varied issues, including lack of adequate resources management, poor decision-making, staff shortages and brain drain, lack of training and development, corruption and

mismanagement and other affiliated government health management institutions with their target communities.

Because of the lack of understanding and applicability of the strategic leadership approach to the management of the Federal Medical Centre Yenagoa, there is also the problem of flexibility of the leadership style by most leaders in Nigerian health institutions. In the face of rapidly shifting conditions and dynamics, they do not adapt their leadership style to fit the new circumstances. Rigidity impedes productivity since people aren't aware that no one leadership style fits all situations. Most Nigerian institutions including Federal Medical Centre, Yenagoa have these gaps or deficiencies, which have a significant impact on public service delivery and the organization's performance, as the study's emphasis. The following research questions were interrogated in light of this identified problem.

3. Research Questions

The research questions are:

- i. to what extent has strategic leadership improved the quality of public service delivery in Federal Medical Centre, Yenagoa?
- ii. to what extent has strategic leadership enhanced strategic planning, budgeting, staffing, growth, change management and quality public service delivery in Federal Medical Centre, Yenagoa?

4. Objectives of the Study

The primary focus of this research is an assessment of strategic leadership and quality public service delivery in Federal Medical Centre, Yenagoa. The specific objectives include to:

- i. investigate the extent to which strategic leadership promotes quality public service delivery in the Federal Medical Centre, Yenagoa.
- ii. examine the extent to which strategic leadership enhances strategic planning, budgeting, staffing, growth, change management and quality public service delivery of the Federal Medical Centre, Yenagoa.

5. Research Hypotheses.

The following null hypotheses were used to drive this research:

Ho₁: Strategic leadership has not improved quality public service delivery in Federal Medical Centre, Yenagoa.

Ho₂: Strategic leadership has not enhanced strategic planning, budgeting, staffing, growth, change management and quality public service delivery in Federal Medical Centre, Yenagoa.

6. Literature Review

Concept of Strategic Leadership

The word "Strategos" in Greek refers to a military commander. Strategic planning refers to a detailed strategy for a certain set of actions (Bracker, 1980). It's the power to beat those who oppose the creation of a worldwide governing structure. When it comes to long-term organizational stability, strategic leadership is being able to persuade people to freely make regular decisions. The concept of strategic leadership can be understood better if we separate it into two parts, namely, strategy and leadership. Strategy is all about setting yourself up for victory by establishing goals and then making intelligent decisions to achieve them. The goal of strategy is success, which comes from having goals and making informed decisions to achieve them. However, if the term leadership is not specifically defined for research, it might be unclear. Jabbar (2017) asserts that effective leadership is essential for developing and implementing plans. The goal of leadership is to pinpoint practical strategies for improving an organization's performance and achievements. Proposing a course of action, identifying and selecting strategies, creating plans, and supervising the operational actions undertaken are all responsibilities of leadership.

Strategic leadership, as defined by Jabbar (2017), is the ability of a leader to anticipate changes in the strategic environment, remain adaptable, and enable others to make such changes. The ability to manage organisations and people while adjusting to environmental changes, which are notably inescapable in the modern world, is a quality of strategic leadership. Strategic leadership is exemplified by leaders who can increase their organization's flexibility to sudden changes in the environment. Strategic leadership includes a variety of leadership styles such as charismatic and transactional leadership as well as various types of solutions that may be provided for reoccurring leadership difficulties (Gupta 2018, Meuser et al., 2016). As a result, organizations are well-positioned to achieve their goals. Organizational transformation aimed at a better state is supported and championed by strategic leaders. For a seamless transition to an anticipated conclusion, coalitions are formed around the employees of organisations (Alayoubi, 2020).

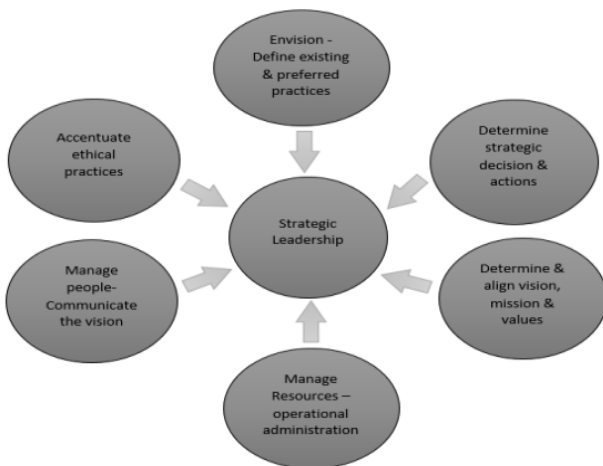
Kitonga (2017) asserts that strategic leadership is crucial for all types of organisations. In studies on the link between strategic leadership and organisational performance of non-profit organisations, a significant and beneficial association between the two variables has been established. This indicates that organisations would function more smoothly after adopting strategic leadership strategies. Similar to our findings, Rahman et al. (2018) found a correlation between good strategic leadership and a company's operational efficiency. Leadership boosts public sector productivity, following Corcoran's (2017) empirical research. There is a statistically significant relationship between leadership style and effective leadership (Adanri, 2016). Improving public service delivery and responsiveness requires an effective and moral leader, they say, adding that leadership abilities may be honed via self-improvement, training, and practice. Ever since the dawn of the modern period, leadership has emerged as a major concern in government agencies. There is an immediate need for strategic leaders to spearhead the public sector's transformation since, contrary to popular belief, management is ill-equipped to bring about organisational change. In addition to competent leaders, we also need leaders with vision who can see into the future, forge alliances, and inspire a deep sense of personal investment in the process of change and transformation (Joyce, 2016).

Attributes of Strategic Leaders

Strategic leaders are resilient to achieve sustainability because they have some specific qualities. To establish an effective working environment and to begin good change, strategic leaders must recognize typical traps that might hamper their success. Gupta (2018) identifies four notable characteristics: vision, the capacity to organize resources, emotional intelligence, and a will to succeed. Adanri (2016) states that among the fundamental personal and organisational characteristics of strategic leaders are people management, a long-term perspective, and a focus on results. Strategic planning, visionary leadership, collaboration, and the ability to motivate others are among the traits of strategic leadership (Mukhezakule 2019). Du Plessis et al. (2016) assert that a strategic leader should be capable of making decisions that are based on these strategic decisions, communicating the vision, developing essential skills, and helping an organization improve its structure as well as produce the next generation of leadership. Strategic leaders should be loyal, dependable, courteous, inventive, and able to draw lessons from prior failures and experiences (Chatterjee et al., 2018). Strategic leadership essentially entails more than just having the capacity to hold a position of authority. It necessitates the capacity to motivate others as well as a conscious desire to act in a way that is successful and effective. Any future reform and change in the Nigerian public sector must be realised through this leadership style.

Responsibilities of Strategic Leaders

The following framework displays the fundamental tasks of strategic leaders in Nigerian public institutions based on the traits stated previously. To achieve beneficial results like as increased performance, innovation, and strategic activities, strategic leaders have clearly defined roles (Samimi, 2020). Figure 1: Graphically demonstrates the potential of strategic leadership.

Figure 2.1: Potential of Strategic Leadership

Source: Adapted from Oluwaseun, 2024.

As shown in Figure 2.1, strategic leadership has the potential to represent the integrated set of talents and abilities required to successfully participate and perform various duties inside a public institution. As a result, it emphasizes the need for strategic leadership in Nigeria's public sector context. Key strategic leadership roles are outlined in the subsequent sections to include: identifying current practices and status, making decisions and taking strategic actions, managing and aligning the policies, values, and vision, managing the organization's personnel and resources and putting a focus on professional and ethical practices.

Strategic leadership versus Traditional Leadership

Thousands of empirical studies have been conducted on the strategic and traditional leadership styles. There have been a lot of discrepancies in these outcomes (Yukl 2006). A complete literature assessment of the subject is therefore impossible. Although key theoretical and empirical research in the fields of strategic and conventional leadership will be addressed in this part, the theories that have influenced many conventional approaches to leadership include the Great Man Theory (1840s) (Carlyle & Thomas, 1888) and the Traits Theory (1930s-40s) developed by Horton Thomas (1992) (Carneiro, 2008). Organizational success cannot be achieved only by providing vision and direction; it also needs employee ownership and alignment to bring about the necessary changes. Leaders in the modern day must have the skills and knowledge to instil a strong work ethic and a feeling of community in their teams before they can begin to formulate and execute a strategy.

To fulfil the organization's strategic goals, strategic leadership requires new ways of thinking. These innovative approaches, along with the time and energy invested by upper management in integrating the company's strategies, may help the most successful companies set new standards in their field (Berglund, 2007). Strategic leadership in the modern day is what Berglund (2007) calls "interactive leadership" since it necessitates a learning environment for people to collaborate, develop, and execute improvements. Leaders seek methods to enhance current practices, competencies, and skills rather than re-organizing the entire organization from the ground up. Unlike conventional leadership, strategic leadership focuses on the link between an organization's goal and its execution in the external environment, rather than only on human traits (Mukhezekule et al., 2019). Strategic leaders assess the world around them for opportunities and threats and then use that information to shape the values held by their followers. Strategic leadership theories, according to Sing (2009), are more comprehensive than conventional theories, even if they draw on the ideas and examples of classic theories.

According to Glenn (2011), there are three main differences between strategic and conventional leadership styles. One of the first things to consider is that although a strategic leader aims to

disseminate influence among workers and work groups, the conventional leader is more likely to focus on boosting the company's profits. Second, although a conventional leader is interested in growing innovation, a strategic leader strives to expand the community. When it comes to making an impact, conventional leaders want to leave their mark; strategic leaders want to leave a lasting legacy (Glenn, 2011). As a result, whereas a conventional leader seeks to stand out by doing things to be seen everywhere, a strategic leader seeks to create an atmosphere where everyone wins and gains the support of people who want him and the business to thrive. His ability to increase the strategic efforts, dedication, and engagement while ensuring productivity is facilitated by this kind of communication.

Public Service Delivery (PSD)

People in low-income countries like Nigeria are heavily reliant on the government for the delivery of essential services, including education, healthcare, and infrastructure. Since these services do not have a market or because the people are so poor that they cannot afford them. Government and effective public service delivery rely heavily on the function of the state, as symbolized by its elected representatives and other public authorities. There are several ways in which the quality of government and public services might affect a country's economic development. Providing social security to the poor and vulnerable in low-income nations is the primary goal of public service provision in these countries. Providing low-cost services like healthcare to the poor in developing nations might help them break the cycle of vulnerability to health disorders (Burns, 2003).

Systematized activities in service-giving organizations are designed to meet the requirements and expectations of service users and other stakeholders with the most efficient use of available resources. Healthcare service delivery is the term used to describe services that fulfil established criteria, indicating excellence and satisfying the demands of both customers and healthcare practitioners in a way that provides substantial significance to both parties (Halilu, et al., 2016) "The process of meeting the requirements of inhabitants through rapid and efficient processes," as defined by Okonjo-Iweala (2012) can be considered service delivery. Consequently, the citizens' needs are being met promptly, making them an important part of the service delivery process. It concludes that whereas private sector service providers treat their customers as royalty, the public sector should see its customers as masters and beneficiaries of superior public service performance (Alayoubi, et al., 2020). He went further to claim that One of the most important responsibilities of corporations is to provide quality service to their customers.

Hartle (1986) describes it as the method in which the "service company would want to have its services understood accurately by its clients, Lenders, workers and shareholders. He further argued governments across the globe are defined by four complimentary activities: policy development, management, regulation and service delivery duties. The fourth one is commonly believed to be important to the establishment of the state in the first place. There is absolutely little question that out of the four responsibilities of government, service delivery bears a fundamental relevance within the context of the expectation of good things by citizens. Thus, the core of public service delivery is primarily to bring the government in touch with the people and inversely, to unveil the allegiance of the people in the service of the state.

The quality of a state's services is a major determinant of its legitimacy. Furthermore, the quality and availability of state-provided services are critical in determining public support for a state. A strong state can be found in places when this is adequate. The state, on the other hand, becomes vulnerable and prone to failure if it lacks appropriate resources. There are numerous African countries where this is the reality. Discrimination based on caste and gender are just two of the many historical injustices that need to be addressed while providing public services. Economic inequities in rapidly developing economies can be reduced by delivering targeted public services to those who need them most (Iheduru, 2016). As a result of economic liberalization in many nations, the gap between rich and poor has widened. Public sector service delivery is defined as "the consequence of the intents, choices, and acts of government and government institutions, and the activities conducted and decisions made by those

working in government institutions." Their definition is "the supply of public goods or services to people who need or desire them," which can include both social and economic services (such as grants, water, and electricity) as well as social goods (such as education and health care). "Doing more with less, empowering citizens, increasing openness and holding public officials responsible" are the four pillars upon which public service delivery rests (Ogar & Ude, 2020).

McKeown (2008) delineates seven fundamental goals for the delivery of public services. Primarily, the emphasis lies on the importance of speed, guaranteeing the timely and precise provision of services for both consumers and service providers. Subsequently, engagement focuses on the alignment of services with the needs of clients. Third, responsiveness necessitates adaptable systems to accommodate variations in service levels. Fourth, value ensures the perceived significance for customers, regardless of internal operations. Fifth, integration requires a coherent approach to service delivery, eliminating customer confusion. Sixth, choice provides customers with varied delivery options customized to their specific requirements. Lastly, the experience stresses personalized service similar to that of the private sector, advocating for continuous public participation to optimize the potential of services. The integration of these principles guarantees efficient and customer-centric delivery of public services, promoting satisfaction and trust among beneficiaries.

Similarly, Joyce (2016) contends that public service comprises three primary classifications. Fundamentally, administrative services are concerned with obtaining crucial documents like birth certificates, marriage certificates, citizenship certificates, land certificates, and driver's licenses. Second, the provision of goods and services encompasses the distribution of food, meeting daily needs, and the construction of vital infrastructures like telephone, water, and power networks to cater to various societal requirements. Finally, assisting services encompass a broad spectrum of public resources, such as schooling, medical care, public transit, and other necessary infrastructure, to enhance the overall welfare and advancement of societies. These classifications collectively contribute to the efficient operation and welfare of society, addressing both individual and communal necessities. Furthermore, he elaborated that public services are commonly delivered through three main approaches. Initially, organizations fulfill responsibilities established by governing bodies, providing services such as power, telephone, water supply, and healthcare. Second, centralized agencies manage services like passport issuance (immigration office), birth certificates (civil administration office), and marriage certificates (religious office). Finally, specific services, like the distribution of vehicle ownership certificates, require cooperation between entities such as police departments and municipal governments. These approaches guarantee the effective provision of essential services to the public while complying with organizational mandates and governmental directives.

7. Historical Overview for the Development of Federal Medical Centres Yenagoa

The Yenagoa General Hospital, established in 1975 during the colonial period, transformed into a specialized Hospital in 1996 after the formation of Bayelsa State. Following the assumption of control by the Federal Ministry of Health on 9th September 1999, the said hospital was rebranded as the Federal Medical Centre, Yenagoa. In 2014, the Otuoke Cottage Hospital, originally established under the MDGs, was integrated into the Federal Ministry of Health following a presidential directive, resulting in its transformation into the Federal Medical Centre, Yenagoa outreach hospital located in Ogbia LGA (FMCY Handbook, 2022).

Dr Kobina Keme-Ebi Imananagha served as the primary Consultant physician/Neurologist, having previously been the Head of the Department of Medicine at the University of Calabar and an inaugural Honourable Commissioner for Health in Bayelsa State; he was designated as the first Medical Director of the nascent hospital in 1999. Subsequently, a 10-member Board of Management was appointed by the Federal Government of Nigeria to oversee the operations of the Hospital, under the capable guidance of HRM, the Late King (Dr) H.S. Esemokumoh, a retired Chief Consultant Surgeon and the then paramount ruler of Tarakiri Kingdom in Bayelsa State.

The Federal Medical Centre Yenagoa, equipped with a present capacity of 530 beds, was originally established with the principal objective of delivering superior tertiary healthcare services to address the demands of the populace of Bayelsa State and its surrounding regions. From that time onwards, it has achieved significant milestones in the realms of clinical services, infrastructural advancement, procurement of essential medical apparatus, recruitment of highly skilled specialist personnel, workforce training, and well-being. There has been an impressive cut in mortality rates among patients, paired with a substantial upswing in the number of individuals seeking medical attention at the Hospital (FMCY Handbook, 2022).

Over the past eight (8) years, numerous construction projects aligned with the endorsed master plan for the Hospital's advancement have been initiated and finalized, in addition to several ongoing initiatives. The Hospital's narrative is one of triumph, surpassing anticipations by judiciously utilizing resources to successfully execute multiple undertakings. The Hospital, encompassing its outreach activities, benefits from a diligent and devoted workforce consisting of over 2700 regular and non-regular employees. Annually, an average of 55,000 outpatients receive medical care, positioning the institution for potential elevation to a federal teaching hospital should it be entrusted with such a prestigious duty. Through the effective handling of personnel welfare matters, the Hospital, under the current administration, has maintained a harmonious atmosphere, especially regarding Management-Labor relations.

Prof. Dennis O. Allagoa, a specialist in Obstetrics and Gynecology, currently serves as the substantive Medical Director of the Hospital, following the footsteps of his predecessor, Prof. E. N. Etebu. With unwavering support from the supervising Ministry (FMoH), the Bayelsa State Government, and the Hospital's Board of Management, led by Barrister Omale Omale, the institution is poised to sustain its tradition of dispensing superior and cost-effective tertiary healthcare services to the populace

8. Theoretical Framework

The New Public Management theory was adopted as the theoretical foundation for this study. The theory was propounded by Christopher H. Cropper, Gladstone Professor of Government in 1991, despite its appearance in the works of Pollitt (1990), Osborne, & Gaebler (1992), and Cohen, & Grifo, (2007).

New Public Management (NPM) embodies a multifaceted approach to enhancing public sector efficiency and effectiveness. It emphasizes decentralization, performance measurement, market mechanisms, customer orientation, managerial flexibility, merit-based recruitment, and clear objectives and targets empowering lower levels of government or agencies to tailor decisions to local needs. This is coupled with a focus on performance measurement, using indicators and outcome-based evaluations to gauge the success of public services. NPM incorporates market mechanisms, drawing from the private sector to introduce competition and outsourcing for increased efficiency (Osborne, & Gaebler 1992).

The key assumption of the NPM is based on the postulation that (a) the adoption of the New Public Management approach will lead to managerial improvement and organizational restructuring by those who desire it and (b) those who desire market and competition will get these achieved by the practice of NPM (Aziz et al., 2015). The theory is interested in how values such as professionalism, justice, and responsiveness to public needs concerns may be applied to service delivery in a New Public Management (NPM) context. The idea envisions a scenario in which consumers of public institutions are regarded as private-sector clients who expect high-quality service.

Instead of emphasizing managerial improvement and organizational restructuring, it contains ideas and themes emphasizing management devolution within public service, particularly in the health sector, as well as those emphasizing the role of markets and competition. As a result, this theory is relevant to this research. Thus, the idea encompasses a wide range of options, from a more competitive environment to a more effective managerialism.

9. Methodology

The survey research design method was adopted for obtaining data from the target population using questionnaire methods of gathering information including the utilisation of both primary and secondary methods from Federal Medical Centre Yenagoa. The centre population was put at 4,530, (FMCY Handbook, 2022). Two hundred and three (203) respondents were randomly selected from the population for this study's sample, by applying a statistical formula developed by Taro Yamani. To test the hypotheses, the research employed analysis of variance (ANOVA) and the statistical package for the social sciences (SPSS).

10. Data Presentation

Table 1: Extent to which strategic leadership improve quality service delivery at the Federal Medical Centre, Yenagoa?

Descriptive Statistics

Statements	N	Mean	Std. Deviation	Decision
Strategic leadership improves quality service delivery at the Federal Medical Centre, Yenagoa	193	4.0984	1.28113	Accepted
The nature of strategic leadership accounts for staff commitment at the Federal Medical Centre, Yenagoa	193	4.0674	1.16843	Accepted
Strategic leadership at the FCMY accounts for the highlevel performance at the hospital.	193	3.4249	1.23145	Undecided
Ethical practices and organizational structure affect strategic leadership influence on quality service delivery at FMC Yenagoa.	193	4.2798	1.17901	Accepted
Lack of professional commitment among available health personnel affects strategic leaders to improve quality service delivery at FMCY.	193	4.4663	1.00528	Accepted
Strategic leaders help to introduce new management methods and techniques for quality service delivery in FMCY.	193	4.2953	.93029	Accepted
Strategic leaders ensure that goals and objectives are formulated in line with the structure in place to avoid inefficiencies in operations.	193	4.3057	.86892	Accepted
Corrupt practices among health personnel has drawn back strategic leaders to achieve efficient service delivery	193	4.2746	1.03694	Accepted
Valid N (listwise)	193			

Source: Computed Data (SPSS Version 23).

The responses on the extent to which strategic leadership improved quality public service delivery at the Federal Medical Centre, Yenagoa are displayed in Table 4.8. The mean score of 4.09 and Standard Deviation (SD) of 1.28 (Accepted) indicated that the majority of the respondents believed that strategy improves quality service delivery in FMC Yenagoa. The mean score of 4.06 and SD of 1.16 (Accepted) indicated that the nature of strategic leadership accounts for staff commitment at the FMC Yenagoa. There was a unanimous agreement as to whether strategic leadership at the FMC Yenagoa accounts for high-level performance at the hospital and this is shown by the mean score of 3.42 and SD of 1.23 (Accepted).

The mean score of 4.27 and SD of 1.17 (Accepted) indicated that ethical practices and organisational structure affect strategic leadership influence on quality service delivery in FMC Yenagoa. Respondents revealed that a lack of professional commitment among available health personnel affects strategic leaders to improve quality service delivery at FMC, Yenagoa. This is shown by the mean score of 4.46 and SD of 1.00 (Accepted).

The mean score of 4.29 and SD of .93 (Accepted) revealed that strategic leaders introduce new management methods and techniques for quality service delivery in FMC Yenagoa. The majority of respondents believed that strategic leaders should make sure that goals and objectives are developed under the framework in place to prevent operational inefficiencies, as indicated by the mean score of 4.30 and SD of .86 (Accepted).

The mean score of 4.27 and SD of 1.03 (Accepted) attested to the fact that corrupt practices among health personnel have hindered strategic leaders from achieving efficient service delivery.

Table 2: To what extent has strategic leadership enhanced strategic planning, budgeting, staffing, growth, change management and quality public service delivery in Federal Medical Centre, Yenagoa?

Descriptive Statistics

Statements	N	Mean	Std. Deviation	Decision
Strategic leadership enhances strategic planning in FMCs in Nigeria	193	4.1503	1.18726	Accepted
There is effective and efficient implementation of budget for FMCs by Chief Medical Directors who possess the qualities of a strategic leader.	193	2.9430	.99651	Rejected
Absence of a strategic leader at the national level can affect the growth and achievement of quality service delivery at the FMCs.	193	4.3065	.87372	Accepted
One of the basic characteristics of strategic leader is that they are made and not born.	193	2.2902	1.43206	Rejected
Recruitment and appointment of staff by a strategic leader is based on requisite experience, merit and devoid of primordial sentiments.	193	4.2435	.90587	Accepted
The growth and development of an organization are dependent on the character of a strategic leader.	193	4.3316	.90938	Accepted
Valid N (listwise)				

Source: Computed Data (SPSS Version 23)

Table 4 displays the result concerning the extent to which strategic leadership enhance strategic planning, budgeting, staffing, growth, change management and quality public service delivery of the Federal Medical Centre, Yenagoa. The mean score of 4.15 and SD of 1.18 (Accepted) showed that majority of the respondents were of the view that strategic leadership enhances strategic planning in FMCY. The result of mean scores of 2.9 and .99 (Rejected) showed that there is no adequate budget funding implementation for Chief Medical Directors (CMD) who possess the qualities of strategic leaders.

The majority of the respondents agree that the absence of a strategic leader at the national level can affect the growth and achievement of quality service delivery at the FMCY, according to the mean score of 4.30 and SD of .87 (Accepted). The result of the mean core of 2.29 and SD of 1.43 (Rejected) clearly showed that a strategic leader is made and not borne. The majority of the respondents agree that recruitment and appointment of staff by a strategic leader is based on requisite experience, and merit and devoid of primordial sentiments as shown by the mean score of 4,24 and SD of .90. The growth and development of an organization are dependent on the character of a strategic leader, according to the mean score of 4.33 and SD of 90.

11. Test of Hypotheses and Discussion of Findings

Ho₁

Table: 3 ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	109.491	4	27.373	33.715	.024
Within Groups	152.634	188	.812		
Total	262.124	192			

Source: Authors Field work 2024.

The ANOVA test output above shows that the difference between the group means was statistically significant according to the result of $f(4,188) = 33.7$. The f -calculated of 0.024 is greater than the F -critical of 0.05. This means that the null hypothesis is rejected and the alternate hypothesis accepted. Therefore, strategic leadership has improved the quality of public service delivery in the FMCY.

The results of the hypothesis one test suggest that strategic leadership has enhanced the quality of public service in the Federal Medical Centre, Yenagoa. It was discovered that strategic leadership is characterised by a systemic interest in the entire organisation, its development, and changing goals, as well as the selection, development, and maintenance of the required resources and competencies to enable it to compete. Strategic leadership Researchers discovered that strategic leaders pinpoint pivotal times for organisational change, develop appropriate strategies, and translate them into actionable words for the required change direction. This is critical for any organization that has a stake in meeting its objectives in the eyes of key stakeholders.

Ho₂

Table 4: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	141.186	4	35.296	51.258	.123
Within Groups	129.457	188	.689		
Total	270.642	192			

Source; Authors Field work 2024

From the ANOVA test output above, the difference between the group means was statistically significant according to the result of $f(35.2, .689) = 51.2$. F -calculated of .123 is greater than the F -critical of 0.05. This indicates that the alternative hypothesis is accepted and the null hypothesis is rejected. This implies that strategic leadership has enhanced strategic planning, budgeting, staffing growth, change management and quality public service delivery of FMCY.

12. Conclusion/ Recommendation

In Federal Medical Centre Yenagoa, there is a performance gap due to persistent deficits in the effectiveness, efficiency, and efficacy of providing excellent public health services. Utilizing strategic leadership and management is necessary to close this gap, which helps put an innovative plan into motion and assists in the long-term expansion and development of public service offices and organisations. The routine operations of healthcare facilities, particularly Federal Medical Centre, Yenagoa, are anticipated to change, but this would eventually promote the growth of the country. While the current underperformance of this institution requires the application of strategic leadership techniques, the adoption of the following recommendations becomes very imperative:

1. FMCY and other similar institutions have to take a hard look at their methods of leadership and decide whether or not to adopt a more strategic approach. Strategic leadership is crucial in ensuring that all voices are heard and that the institution as a whole is working in harmony
2. To ensure the continuity of high-quality public services, strategic leaders in the public sector must be open to new information and able to process it rapidly. To be a learning organization, knowledgeable employees and robust succession plans to safeguard institutional memory are needed. To realize its goals of sustainable expansion and effective and efficient quality service delivery, the FMCY must proactively build an atmosphere and processes that allow it to think and act systematically.

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