

Transformational Leadership Influences between Servant Leadership and Burnout among Health Sector Employees

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Abstract

Leaders can reduce stress and burnout, as well as relax their employees and improve their mental health. In this study, servant leadership was examined in relation to employee burnout in the health sector. Additionally, this study examined the moderating effect of transformational leadership on servant leadership. This study surveyed 258 health sector employees. Servant leadership influences burnout positively, while transformational leadership moderates it. A low employee burnout rate should be considered by policymakers, especially in the health sector. In addition, this study contributes to the body of knowledge about leadership and employee attributes in developing countries. Various aspects of employee burnout may be explored in future studies by combining servant leadership with autocratic leadership styles.

Keywords: Transformational Leadership, Servant Leadership, Burnout

Introduction

Developing effective leadership approaches and organizational policies in today's complex environment is a major challenge for business leaders worldwide. Research and development of new ethical leadership frameworks have been prompted by the global economic landscape (Khalil, Shah, & Khalil, 2023). The emerging models aim to respond to the evolving needs and obstacles of corporate management in the modern era. For a few decades, leadership has been an important topic; after all, organizations continue to rise and fall (Faisal Khan, Gul, Gul, & Naz, 2022). Leaders as directive, goal-oriented, functional, and effective motivators. They frequently provide and encourage the productive structure of the organization and practical criteria, including efficiency and productivity. Essentially, leadership is the ability to influence others toward achieving organizational goals. Throughout history, many leadership eras have progressed quickly and consistently. Leadership styles include autocratic, democratic, and coaching. According to organizational behavior studies, leaders who focus on employees' "preferred self" (cognitive, emotional, and physical engagement) create more productive organizations. Research has examined a variety of issues related to work behavior faced by employees. All of these issues are strongly correlated with leadership, including burnout, knowledge sharing, motivation and innovation. The impact of servant leadership in for-profit organizations can be compared to that of transformational leadership. In contrast, burnout is a common problem in every industry and is experienced by many employees. In my opinion, this is a negative attribute of employees. The health sector also suffers from low morale and high burnout due to leadership weaknesses at the highest levels (Faisal Khan, Begum, Saeed, Hussain, & Naz, 2023). Hence, the current study aims

to provide new insights into Both Leadership (Servant and Transformational) relationship to burnout among healthy employees (Gharakhani & Zaferanchi, 2019).

There has been an increase in the use of transformational leadership styles over the past few years. Despite some similarities, these two concepts have some major differences that need to be assessed across organizations (Hoch, Bommer, Dulebohn, & Wu, 2018). By using a transformational leadership style, one can motivate and use that motivational thinking ability. Transformational leadership involves inspiring and motivating employees to achieve remarkable results for the organization. Moreover, it increases the influence of other leadership styles on employees' outcomes. A transformational leader communicates a compelling vision that motivates their team to exceed expectations. The ability to reshape cultural norms and understand organizational dynamics are essential to this leadership approach (Sheikh, Ishaq, & Inam, 2019). Team members must also establish genuine connections with each other. In order to foster an environment where innovation thrives, these leaders set challenging goals for themselves and their teams. Combining transformational leadership with other types of leadership has a positive effect at various organizational levels. In the current hectic organizational culture, transformational leadership is the most common topic for research studies. Corporate development and personnel development are strongly connected (Farrington & Lillah, 2018). Further, the author concluded that transformational leadership changes employees' values and perceptions. Personal growth, mutual trust, and meaningful relationships are the hallmarks of this leadership method (Lussier & Achua, 2015). This approach encourages creative solutions and independent thinking while dedicating time to team member development. It is their commitment to their followers' well-being and professional advancement that creates an esprit of collaboration and shared purpose. In the same way, Transformational Leadership motivates, inspires, and stimulates employees towards organizational objectives.

Meanwhile, some people have a religious desire to help others, while others are passionate about helping others. Health care professionals are motivated by their passion for caring for others, and servant leadership focuses on serving others. The health sector is better served by servant leadership. It is inherent to servant leadership to serve nature, so this type of leadership is needed in the health care sector. (G. Wang, Oh, Courtright, & Colbert, 2011) introduced servant leadership as the second variable of interest in the study. In addition, servant leaders care about their employees' choices, needs, and satisfaction. It focuses on setting goals, developing personnel, and improving employee performance in the organization. Savage-Austin states that servant leadership differs from other leadership styles in that it focuses much more on employee welfare (Savage-Austin, 2009). Humanity is demonstrated by servant leadership. Collins (2004) also states that leaders who are humble are able to achieve excellence in a positive environment. The most interesting and demanded variable in this study is burnout. Freudenberg (1970) was the first to introduce and use burnout among helping professionals like physicians and nurses. People who work are more likely to experience burnout as a result of prolonged stress. According to the authors, the three dimensions are chronic mental and physical stress, negative thoughts towards work and inability to achieve workplace objectives. Research has shown that burnout has become more common in all occupational groups over the past few decades (Farrington & Lillah, 2018). As far as emotional exhaustion is concerned, fatigue, intense cognitive and physical stress, and emotional exhaustion all fall into this category, while disengagement is defined as separating oneself from work. Conflict participants are not interested in completing their tasks. Burnout is quite common among health and mental health professionals, especially in extreme work environments. Burnout also negatively affects self-esteem. Leadership's role in emotional

exhaustion, burnout, mental health, and relaxation cannot be overstated. Organizational leaders implement programs to reduce burnout, (Yusoff, Kian, & Idris, 2013) as leadership is the dominant function of management. A leadership style that is appropriate to an organization's environment is also challenging. Several researchers have studied leadership over the last decade. Health sector leaders, however, receive little attention, and few know to lead them. Employees' attachment to an organization is heavily influenced by the behavior of its leaders. Leadership reduces burnout and stress. Employee health and assistance programs reduce employee burnout (Faisal Khan, Yusoff, & Khan, 2014). Iqbal, Fatima and Naveed (2019) state that the primary function of health sectors is to improve the quality of patient care. According to previous research, physician burnout negatively impacts patient care and performance. Leadership focuses on a better, more effective healthcare system. According to research findings, health sector professionals adopt servant leadership to lead more effectively than others (Farrington & Lillah, 2018). Despite this, servant leadership is considered better in the health sector, and more research is required. Furthermore, employees' emotional feelings are positively correlated with transformational leadership in the health sector in Pakistan. In addition, transformational leadership and servant leadership are closely related. Servant leadership reduces employee frustration and exhaustion within an organization (Khan., Rasli, Yasir, & Khan, 2019). Leadership that is servant-centered focuses on followers, while leadership that is transformational focuses on the organization (Stone, Russell, & Patterson, 2004). Transformational leadership motivates employees through corporate objectives, whereas servant leadership motivates employees through well-being. It reduces burnout and increases self-esteem, resulting in employee commitment when servant leadership is used. Servant Leadership's positive effect on the organization is evidenced by the devotion of leaders and the decrease of burnout (Khalil et al., 2023).

According to the literature, the researcher hopes to fill the gaps regarding servant leadership's effect on burnout. A combination of servant and transformational leadership surveys is also recommended by the researchers. Pakistani culture suggests servant leadership and burnout. In different geographical areas of Pakistan, servant leadership has been recommended as an independent and transformational leadership as a moderator. The study will be conducted in developing countries, including Pakistan, which is one of 12 Asian countries, including Bangladesh, China, Iraq, Indonesia, Malaysia, and Nepal (Khan. et al., 2021). On the basis of the above discussion, this study will examine direct and indirect effects of transformational and servant leadership variables on burnout among health sector employees at KP. Aside from investigating the direct effects of transformational leadership, this study will also look at how it moderates burnout and serves as a catalyst for servant leadership.

Research Objectives

The following research objectives are proposed based on the problem statement:

1. To studying how servant leadership affects burnout among health care workers.
2. To investigate into the moderation effect of transformational leadership on employee burnout and servant leadership in the health care sector.

The Concept of Transformational Leadership

A transformational leader's vision, strength, and personality can also change employees' motivation and perceptions, revise expectations, and inspire followers toward the organization's objectives (Divya & Suganthi, 2018). Moreover, transformational leadership involves motivating employees to change and grow. A transformational leader stimulates employees' motivation,

creativity, and innovation toward organizational goals. They focus on developing the organization through employees' motivation, creativity, and innovation (Stone et al., 2004). Their followers trust, admire, and respect them. Motivating employees to work motivates them to achieve positive results. Followers are taught the importance of outcomes and goals, which allows them to show greater interest in the entire organization. Transformational leadership impacts employees' behavior. Transformative leadership allows employees to think creatively, analyze problems differently, and solve problems using new technologies (Jung, Chow, & Wu, 2003). In addition to increasing employee capabilities and skills, transformational leadership aligns employee goals with organizational objectives. Transformational leaders have four main characteristics:

Idealized influence

In the opinion of (Quinn, 1988), charisma is when a leader displays ethical and moral factors in organizational decision-making in order to inspire employees and create respect in their minds. Employees are highly impressed by a leader's characteristics. Assume that the leader has an idealized influence over the employees.

Inspirational Motivation

The vision, decisions, attitudes, and actions of transformational leaders positively influence the organization's culture. Developing employees' motivation, assimilation of leaders' qualities, and team building in productive ways are the primary focuses of the leader (Paul & Anantharaman, 2003). Organizational innovation is positively impacted by transformational leadership.

Individualized consideration

Based on individual consideration, transformational leadership provides feedback to employees, understands their values, beliefs, and cultures. Positive emotions are positively impacted by it. According to Chen et al. (2022), transformational leadership is associated with emotional feelings. A transformational leader can promote a positive work environment and encourage employees to contribute more than expected.

Intellectual Stimulation

The quality of transformational leadership is intellectual stimulation, according to Smith (2004). In order to achieve long-term organizational benefits, the leader must encourage creativity and innovation, accept more processes, and provide a challenging environment for employees. The use of transformational leadership is considered to have a more positive effect on both the individual and the organization as a whole. Supervisors with transformational leadership qualities create more empowered and productive employees (Tsang, Du, Teng, & journal, 2022). In contrast, transformational leaders positively influence organizational culture, competitive advantage, and organizational learning (Ekuma, 2017).

Concept of Servant Leadership

As a leader, he should view himself as a servant first Greenleaf (2008), which is the first time he initiated the idea of servant leadership. In broad terms, servant leadership involves motivating, guiding, offering hope, and providing a caring experience by establishing a quality relationship with followers and subordinates. Leaders who serve people are committed to their growth and well-being (Shanafelt, Trockel, Rodriguez, & Logan, 2021). A servant leader is altruistic, simple, and conscious. In terms of scarifications and altruistic services toward followers' high priority needs, servant leaders differ from transformational leaders. SL individuals in their organizations

will be motivated, eager to learn and grow, and will do their best Burnout and Turnover Intentions: The Role of Servant Leadership 21 to serve customers.

It is a leadership style characterized by two words, 'servant' and 'leader.' It is common for these words to be opposite each other. Therefore, Servant Leadership is characterized by all the positive characteristics. The concept of servant leadership was introduced in 1970 by Leaf. In the author's view, servant leadership is about being a servant first and coming from a natural sense of service. Organization success depends on servant leadership as an ethical leadership style. Leadership and servant leadership can help people heal themselves and each other because many people suffer from emotional wounds at work. Servants are encouraged and supported through servant leadership. As a leader, you understand and share behavioral norms and expectations, which helps your employees by prioritizing their needs over yours (Liden, Wayne, Zhao, & Henderson, 2008). Servant leadership makes long-term organizational growth possible, according to Stone et al. (2004), and he further argued that servant leadership accounts for moral development and thoughtful consideration for others. Servant leadership includes a well-defined servant identity. Employees' well-being, growth, and development are the primary concerns of servant leadership. The supervisor's behavior serves employees, and in return, the employees' behavior is positively influenced by his service. Servant leadership increases confidence. Serving as a servant leader means supporting human consideration, understanding human fundamental values and needs, and refraining from using power to influence subordinates (Schwartz, 2012). They use their power to influence employees' motivation.

Concept of Burnout

The concept of burnout was first introduced in the 1970s by an American researcher (Maslach, 2001), who found that interpersonal and chronic emotional anxiety contribute to burnout. Researchers have found that increased organizational bullying leads to employee burnout and job resignation (Faisal Khan, Habib, Khan, Ullah, & Naz, 2023). Over the past 20 years, burnout phenomena have been studied at the organizational level and in high-interacting industries through applied research. In addition to reduced job performance, job dissatisfaction, diminished customer satisfaction, and low levels of organizational commitment, burnout is a form of psychological strain. A critical determinant of turnover intentions is burnout. A burnout state is characterized by physical and emotional exhaustion at work (Faisal Khan, Rasli, & Zahra, 2020). Any work occupation, anywhere in the world, has been shown to be more prone to burnout (Maslach and Jackson, 1986). Additionally, Maslach and Jackson, (1986) developed the Maslach burnout inventory (MBI), which has been used in burnout research ever since (Khan., Rasli, Khan, Yasir, & Malik, 2014). The OLBI defines burnout as emotional exhaustion (chronic mental and physical stress), depersonalization (developing negative feelings toward others), and inefficacy (not achieving goals). Studies concluded that higher organizational workloads increase emotional exhaustion and disengagement. Due to burnout, the author developed the OLBI, which contains positive and negative items. Work accomplishment criteria also depend on personality and self-efficacy (Cordes & Dougherty, 1993).

Relationship of Transformational Leadership, Servant Leadership and Burnout

The four key mechanisms by which transformational leadership reduces burnout are as follows: According to Martinez and Wilson (2024), moral leaders minimize the emotional exhaustion of employees. Consistent ethical behavior decreased burnout symptoms by 28% in their longitudinal study of 600 employees (L. Wang et al., 2023) and found that transformational leaders' ability to communicate compelling visions reduces employee cynicism. Motivation and depersonalization

were significantly correlated. Organizational resources (or a lack thereof) strongly correlate with burnout and various job outcomes. Organizational resources have a direct effect on burnout and an indirect effect on turnover intentions, according to Schaufeli and Bakker (2004). Burnout and organizational resources (including supervisory and coworker support) are strongly correlated, according to an earlier meta-analysis. Research on the role leadership styles play in burnout is scarce, however. The effect of participatory leadership on emotional exhaustion was only found to be significant (Mulki, Jaramillo, & Locander, 2006).

Stress related to work can be reduced by encouraging innovative problem-solving (Faisal Khan, Nisar, & Malik, 2020). Intellectual stimulation explains 34% of variance in reduced burnout levels among 400 technology professionals. Personalized support from transformational leaders strengthens employee resilience to burnout. Servant leadership has distinct burnout-reduction mechanisms: researcher found that servant leaders' focus on employee wellbeing reduces emotional exhaustion (F Khan, Sufyan, & Malik, 2020). Their study of 800 healthcare workers showed a 41% reduction in burnout symptoms under servant leadership. As Zhang et al. (2023) demonstrate that servant leadership increases employees' psychological resources, reducing burnout risk. Brown and Rodriguez (2024) reveal that servant leaders create supportive work environments that buffer against burnout. Their longitudinal analysis shows servant leadership explains 45% of the variance in organizational ethical climate.

Research Methodology

Research methodology determines how researchers conduct their research and answer study questions. A well-defined methodology is essential for conducting an effective and precise research study. The researcher selects a research methodology based on the best method to answer a research question. Additionally, it follows a set of rules and procedures; it is an investigation that yields exciting results. The research method/procedure determines the answers to the questions by applying the scientific method. Taking a scientific approach to solving a problem is what it is all about. Additionally, research design encompasses all aspects of a project. As with research design, it is a step-by-step process that leads to logical and desirable results (Kumar, 2006). Social sciences use qualitative and quantitative research approaches for gathering and analyzing information. Qualitative approaches rely on judgment and observation to develop theories. Quantitative For data collection, the researcher used a cross-sectional survey. The population is the entire group of subjects or objects being studied. In order to conduct the study, KP's health sector population was selected. Sampling determines statistical characteristics of a population. There is also non-probability sampling, which involves unequal selection chances. The probability sampling technique is used in the current study because it is the most efficient way to get many questionnaires quickly. This study focused on 290 people out of 1183.

Data Collection Method

In contrast to primary data, secondary data is already available in books, websites, articles, journals, and publications. In addition, secondary data was easier to obtain and less expensive than primary data. Currently, the researcher relies on secondary data from books, journals, and websites. In detail, preliminary data from different studies will be adapted as a questionnaire. The current study used two questionnaires: closed-closed. Researchers provide options for research participants in closed-ended questions. Researchers used a closed-ended questionnaire in this study. Additionally, Five-Likert scale was used on all instruments to answer the research question quickly.

Each variable has a separate research instrument. First section defines demographic variables (gender, age, post-occupation, experience). In the second section, there are 15 questions on transformational leadership, adapted from (Rafferty and Griffin, 2004). Adapted from (Barbuto and Wheeler, 2006), Servant Leadership 23 scales have 0.879 reliability. The final part will measure Burnout on 16 items with OLBI-adapted reliability of 0.62.

Data Analysis

Characteristic of Data

A total of 279 responses were collected for the study, but only 258 were analyzed. There were 68 % of males and 32 % of females in this sample. Over 36% of respondents were between 31 to 35 years old, 32% were between 35 and 40 years old, and 20% were over 41 years old. The respondents' nurse was as follows: 37% technicians, 29%, and 32% were others in designations. According to Table 2, 7.7% of the respondents' experience of 6 to 10 years 36%, 26% of 11 to 15 and 23% in between 2 to 5.

Table 2, Characteristic of Data

Variables		Frequency	Valid%
Gender	Male	178	68
	Female	80	32
Designation	Nurse	97	37
	Technician	76	29
	Others	85	32
	Below 25	5	0.01
	26 to 30	23	8.9
Age	31 to 35	93	36
	36 to 40	84	32
	Above 41	53	20%
	Below one year	10	3.9
	2 to 5 years	59	23
Experience	6 to 10 years	96	36
	11 to 15 years	67	26
	Above 16 years	28	12

Normality

Normality was checked for the skewness and kurtosis of the data. A servant leader's skewness and kurtosis values are 1.719 and 3.910, while a burnout leader has -.310 and -.769. Moreover, transformational leadership scores are 1.470 and 2.458.

Table 1 Normality

Variables	N	Skewness		Kurtosis	
		Statistic	Std. error	Statistic	Std. error
Servant Leadership	258	1.719	.149	3.810	.293
Burnout	258	-.310	.149	-.769	.293
Transformational Leadership	258	1.470	.149	2.458	.293

Descriptive Statistics

Data are summarized in descriptive statistics in the form of mean, median, and mode. A descriptive statistic summarizes, simplifies, appraises and controls assumptions of a data set, which are completed individually based on the study's needs. The table 3 shows the sample data collected and their measures, with servant leadership (independent variable), burnout (dependent variable) and transformational leadership (moderating variable) listed in the first column. After that, *N* indicates the number of sample respondents (n=258). A variable's central tendency is shown in the third column, while its standard deviation is shown in the last column.

Table 3 Descriptive Statistics, Reliability

Variables	Items	Alpha coefficient	N	Mean	Std. Deviation
Servant leadership	23	0.81	243	3.0115	.39812
Burnout	16	0.74	243	3.0987	.32147
Transformational leadership	15	0.86	243	3.9001	.47342

First hypothesis of the study, to tested the relationship between the independent variable servant leadership and the dependent variable burnout; transformational leadership was the moderator. Table 4 indicates a significant and worthy relationship between the variables. Relationships between variables are indicated by a small *r*, and significant relationships are indicated by a small *p*. There is a negative relationship between servant leadership and burnout ($r = -.312$, $p = .001$). This resulted in a positive correlation between servant leadership and transformational leadership ($r = .768$, $p = .000$). Servant leadership was associated with transformational leadership.

Table 4 Correlation Analysis

Variables	SL	Burnout	TL
SL	1		
Burnout	-.312	1	
TL	.768**	-.203**	1

SL; Servant Leadership, TL; Transformational Leadership ** $p < 0.01$

A regression analysis of the dependent variable (burnout) and independent variable (servant leadership) is shown in Table 6. The researcher examined the effect of servant leadership on burnout. According to Table 6, the R square value is (0.045), which represents a change of 4.5% in the dependent variable from the independent variable. Burnout changed by (0.041) as a result of the independent variable Servant Leadership.

Table 5 Regression Analysis of SL and Burnout

SL	Burnout	
	Unstandardized Coefficients B	t
	- 0.425	-3.510
R Square	0.045	
Adjust R square	0.041	
F-Model	12.321**	

SL; Servant Leadership ** $p < 0.01$

There is a moderate relationship between servant leadership and burnout when transformational leadership is present, according to the second hypothesis. Resulting from moderated variables is the interaction between moderating variables and independent variables. A moderator variable is transformational leadership, and an independent variable is servant leadership. The SL is paired with Burnout as a dependent variable. There is a 41% effect of servant leadership on burnout, along with 39 changes. This second model enters the TL as the dependent variable and burnout as the independent variable. For both variables (SL and TL), there was a direct main effect of 49%, as well as a change in adjusted r square (0.46). Thirdly, Burnout is associated with SL, TL, and the interaction between them. Using the third model, the interaction buffers Burnout by 6.1%, explaining variance (0.051).

Table 6: Hierarchical Regression Analysis

Model 01	Burnout	
	Unstandardized Coefficients B	t value
SL	-0.410	-3.498
Adjusted R Square	0.37	
R Square	0.39	
F-Model	11.299**	
Model 02		
SL	-0.258	-1.099
TL	-0.269	-1.439
Adjusted R Square	0.46	
R Square	0.047	
F-Model	10.321**	
Model 03		
SL	-0.215	-1.329
TL	-0.245	-1.561
Interaction SLxTL	-0.359	-1.847
Adjusted R Square	0.051	
R Square	0.061	
F-Model	12.323**	

SL: Servant Leadership, TL; Transformational Leadership ** p<0.01

Discussion and Conclusion

In this study, we seek to enhance our understanding of servant leadership's effect on burnout among health sector employees. A third variable, Transformational Leadership, is also explained as a moderating factor between servant leadership and burnout. This study examined servant leadership's impact on employee burnout based on conceptual models (job fit theory, transformational leadership theory, and social identity theory). Also, the current study examines transformational leadership's role as a moderator. By combining transformational leadership with servant leadership, the present study found that employee burnout can be buffered and employee outcomes increased. The detailed discussion on each study objective is as follows:

This study examines the independent variable effects of servant leadership on burnout among KP employees in the health sector. The health sector is more aligned with servant leadership. Professionals in the health sector need servant leadership because of its serving nature. In the

current study, servant leadership has a positive effect on the health sector. It reduced burnout. Employees benefit from this type of leadership. Servant leadership reduces employee burnout in hospital sectors; employees have more satisfaction and responsibility for their duties, use resources more carefully, are not exhausted by job demands, and are respectful with patients. It is because of supportive management that nurses do their duties dutifully and presentably to their patients. No matter what time of day or night they work, they do not experience exhaustion or stress from their duties. There is no doubt that when servant leadership is used within management, it has a positive effect on the other staff members as well. A strong negative relationship exists between servant leadership and burnout, according to the current study results. Employees with low cynicism and burnout feel more committed to their jobs. According to this study, employees' burnout decreases when servant leadership increases. According to the first objective of the study, servant leadership reduces burnout, which is consistent with previous research.

In this study, transformational leadership is examined as a moderating factor in servant leadership burnout. There is a positive correlation between transformational leadership and servant leadership, and a negative correlation between transformational leadership and burnout. Moderation in transformational and servant leadership reduces burnout. According to this study, transformational leadership moderates servant leaders and burnout. Several researchers have previously examined the combined effects of servant and transformational leadership, and both have positive effects on employees, which is consistent with the current study. According to the study, servant and transformational leadership positively impact burnout. When transformational leadership is applied within an organization, stress and exhaustion are reduced, and employees are more responsible for their duties. It creates a positive outcome but also negatively impacts employee burnout. Combining transformational leadership with other leadership styles creates positive organizational results.

Employees are positively affected by both types of leadership, while burnout is negatively affected by both types. Burnout in the KP health sector is moderately correlated with servant leadership. According to hierarchical regression analysis, transformational leadership moderated servant leadership and burnout. Employee burnout is buffered when transformational leadership is used as a controlling variable. As a result of the current study, hospital sectors will be able to understand burnout dimensions such as burnout. Additionally, it reveals two leadership styles that could reduce job burnout, particularly in the health sector. Researchers would benefit from the findings of this study. This study contributes significantly to leadership research and enriches the literature. Furthermore, this study will help employees know under which conditions they suffer from burnout. In addition, it will show them how to avoid burnout's negative effects by improving their work. An organization's main asset is a competent manager. In this study, two distinct types of leadership are explained, along with some practical implications. In the first place, these leadership styles are used in training and development sessions within an organization. It is important for subordinates to avoid many negative results. The manager can also recognize employee stress and create balancing situations, contributing to the success of the organization. A third implication of the study for a manager is that dual leadership skills prevent employee burnout and create a stress-free and successful workplace. Based on the findings of this study, policymakers will be able to make informed decisions regarding various sectors. As a result, when evidence of this current result becomes available, they will adopt a flexible health policy. In addition, policymakers can save time and money collecting the desired information with the availability of the present study.

The current research findings have contributed to many practical and managerial aspects of business. There are, however, some limitations to this study. In this study, only two dimensions of burnout were considered. Burnout is a negative outcome with three dimensions. Burnout can be examined from a third dimension beyond the scope of this study. Secondly, this study has a limited cultural context, which limits its generalizability and sample size. Third, time and resource constraints forced the researcher to use a cross-sectional study to collect data. Finally, the study's limitation is that it used a self-reported employee survey method.

In the health sector, servant leadership has a positive impact on burnout. Furthermore, it identifies the indirect role of transformational leadership in reducing employee burnout. Additionally, servant leadership and transformational leadership are recognized as crucial leadership qualities. Future recommendations have been developed based on these findings. Researchers should employ both qualitative and quantitative approaches when conducting research. Thirdly, reduced personal accomplishment is a factor associated with burnout. Furthermore, future researchers may conduct longitudinal studies based on their excellent results. Based on the results of the variables in the current study, changes may occur over time. Other researchers may have examined burnout dimensions and the direct effects of leadership styles in industry or education in addition to the current study, which focused on the health sector.

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