

# Moderating Role Of Transformational Leadership On Servant Leadership With Emotional Exhaustion Among Health Care Employees

\*Dr. Faisal Khan<sup>1</sup>, Dr. Muhammad Sufyan<sup>2</sup>, Dr. Altaf Hussain<sup>3</sup>, Ayesha Gul<sup>4</sup>

<sup>1</sup>Assistant Professor, Department of Management Sciences, University of Swabi, Anbar, Swabi, Khyber Pakhtunkhwa, Pakistan (\*Corresponding: [faisalkhanutm@yahoo.com](mailto:faisalkhanutm@yahoo.com))

<sup>2</sup>Lecturer, Department of Management Sciences, University of Swabi, Anbar, Swabi, Khyber Pakhtunkhwa, Pakistan

<sup>3</sup>Assistant Professor Department of Commerce and Management, University of Malakand, Khyber Pakhtunkhwa Pakistan

<sup>4</sup>MBA Student, Department of Management Sciences, University of Swabi, Anbar, Swabi, Khyber Pakhtunkhwa, Pakistan.

## Abstract

Leadership is the dominating function of the organization because a strong leadership skill provides the dynamic organizational demands. It plays a role in reducing burnout and stress. The study examined how transformational and servant leadership interact with emotional exhaustion. Moreover, the study will investigate the moderating effect of transformational leadership that influences servant leadership and emotional exhaustion among the employees of the health care department. The data was collected from 265 employees from the health sector of the Swabi district through closed-ended questionnaires. The study found that both the direct and indirect effects of servant leadership and transformational leadership positively affect emotional exhaustion. The result provides a unique insight for the leading research on how different leadership styles can be effective with emotional exhaustion. Furthermore, these findings provide significant implications for policymakers and, especially for the health sector, the underpinnings for low exhaustion among employees in organizations.

**Keywords:** Transformational Leadership; Servant Leadership; Emotional Exhaustion; Health Sector;

## 1. Introduction

Organizations must stay ahead of the competition and consistently succeed in economic uncertainty. Competent leaders with excellent leadership skills are required to lead these organizations (Jung, Chow, & Wu, 2003). Leaders are directive, tend to be goal-orientated, functional and best motivators, frequently providing and encouraging productive structure of the organization and effective criteria including planning, efficiency and productivity

(Nieminen, Ko, Kotrba, & Denison, 2012). According to Robbins (2010), leadership is a person's ability that influences a team of personnel toward achieving organizational goals. Many leadership eras have gone in fast and consistently in the present age (Azhar, Ikram, Rashid, & Saqib, 2013; King, 1990). Leadership style is also challenging for the organization's environment, especially in Pakistan (A. Khan, 2010). Leadership styles continually evolve, with new leadership behaviours being

investigated to improve individual and organizational outcomes. Since the beginning of leadership study, the appropriate leadership style has been a subject of conflict. This research focuses on two unique leadership types: transformative and servant leadership. Transformational leadership has been defined as a leadership style that inspires, recognizes, and motivates employees to perform at their best (Engelen, Gupta, Strenger, & Brettel, 2015). Transformational leadership is the most common topic for research studies in the current hectic organizational culture (Divya & Suganthi, 2018). It considers being connected to Organizational and personnel development (Gong, Huang, & Farh, 2009). Malos (2012) was the first coined concept of transformational leadership. The author further concluded that transformational leadership changes the organization and employees by changing values and perceptions. Similarly, Transformational Leadership is a style of leadership that motivates, inspires and stimulates employees toward organizational objectives.

Various models provide a framework for understanding the essential values of servant leadership. Though each model has sub-dimensions, the fundamental structure prioritizes the employee's well-being over the organization's objectives. Servant Leadership is primarily related to the health sector (Garber, Madigan, Click, & Fitzpatrick, 2009). Research shows that health sector professionals adopted Servant Leadership for more effective leadership than others (Jafai, Moghadam, & Hosseini, 2016). However, Servant Leadership is seen as a better style in the health sector and extensive research is needed (Farrington & Lillah, 2018; Garber, et al., 2009). Recent research studied many issues faced by the employees related to work behaviour, mainly burnout (Najam, Inam, Awan, & Abbas, 2018), sharing of knowledge, Motivation and innovation, which are strongly integrated with Leadership.

On the other hand, burnout is a broad topic found in every sector and experienced by many employees (Divya & Suganthi, 2018). It is a negative attribute of employees toward their organizational goals. Moreover, low morals and high exhaustion are seen in the health sector due to the weakness of high-level management, including leaders of the organization (Farrington & Lillah, 2018).

Furthermore, the study's most interesting and demanded variable is burnout, which Freudenberg (1974) first introduced; he uses burnout among the helping professionals like doctors and nurses and considers burnout as the consequence of high stress and virtuousness. According to the researchers who's developed a scale for leadership with the following three dimensions, the main three dimensions are emotional exhaustion (a more chronic form of mental and physical stress), Depersonalization or cynicism (development of negative thought towards work) and personal accomplishment (lack of achieving the objective in the workplace show poor performance). Over the past few decades, it has been more common in any occupational group, and the researcher develops burnout dimensions, emotional exhaustion and disengagement. Emotional Exhaustion is considered the extreme type of fatigue caused by psychological and emotional demands, which is intense and prolonged affective, cognitive, and physical stress (F. Khan, Asif, Bashir, & Naz, 2021; F. Khan, Asif, Hussain, Bashir, & Gul, 2021).

It is regarded as the initial stage of burnout, and research on it may enable individuals to make reasonable efforts to manage it before the situation deteriorates (Boles, Johnston, & Hair Jr, 1997). Interacting with servant leaders is one of these constructive social interactions, as they operate ethically, interact openly, somewhat, and honestly with others, and value others by listening to them without passing

judgment (Khan., Rasli, & Zahra, 2020; Parris & Peachey, 2013).

Furthermore, exhaustion negatively affects an employee's self-esteem (Chen. & Kao., 2012; Khan., et al., 2020). Leadership mainly contributes to emotional exhaustion, mental health and relaxation (Evered & Selman, 1989; Prommer, Tiberius, & Kraus, 2020). The programs to reduce burnout are intervening by the organisation's leaders, using policies because leadership is the dominating function of the organization's management (F. Khan, M. Sufyan, & M. F. I. Malik, 2020; Khan., Rasli, Yusoff, & Ahmad, 2015). Several researchers have studied leadership in the last decade (Batoool, 2013; Liden, Wayne, Zhao, & Henderson, 2008; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). But still, less attention is given to health sector Leaders and few people are aware of how to lead medical leaders (Chapman, Johnson, & Kilner, 2014; F. Khan, M. Sufyan, & M. Malik, 2020).

On the other side, patient care quality improvement is the health sector's primary function. Leadership observes mainly for a better and more effective health care system (Curry et al., 2012). Furthermore, Transformational leadership is one of the dominant types of leadership in the health sector within Pakistan (Rasool, Arfeen, Mothi, & Aslam, 2015), and the emotional feelings of employees are positively linked to transformational. Moreover, significant relationships between transformational and Servant leadership. Implementing Servant Leadership within an organization reduces the frustration and exhaustion of employees (Sheikh, Ishaq, & Inam, 2019). Also, according to Stone et al. (2004), Servant and Transformational leadership show care and concern for employees. However, overthrow that Servant leadership concern for followers, and transformational leadership greatly interests organizational objectives. Servant Leadership motivates the employees by

their well-being and care, while transformational leadership motivates employees by organizational objectives.

There is a distinct lack of understanding of how various leadership styles interact. Individual leadership styles have received a lot of attention, but there hasn't been much research done on how effective they are when combined. This research aims to investigate this aspect of leadership. Based on the literature, the researcher tries to fill gaps to check the effect of Servant Leadership on burnout suggested by the study (Divya & Suganthi, 2018). Servant Leadership and Transformational leadership combined study recommended by Muthia and Krishnan (2015); Divya and Suganthi (2018), while the use of emotional Exhaustion along with Servant leadership in another culture like Pakistan was recommended by Wu et al. (2019). The literature on burnout has experienced more common in both private and public sectors (Mukundan & Khandehroo, 2010). While on the other side, it has been observed that there is limited literature available on the same issue in developing countries like Pakistan in the health sector. Therefore, the researcher also tries to fill this contextual gap while conducting the study in developing countries like Pakistan, one of the research countries among 12 Asian countries like Bangladesh, China, Iraq, Indonesia, Malaysia, Nepal, etc.

Based on the above discussions, the current study will investigate the direct and indirect effect of the variables, especially Transformational-Servant leadership, on emotional exhaustion among health sector employees in district Swabi.

## 2. Literature review

The concept of transformational leadership was discussed by Burns (1978). Furthermore, the author suggested that Transformational Leadership is one of the types of leadership in which the leaders and followers are high morals

and motivated. Transformational leadership considers the modern approach toward leadership in this era. Moreover, transformational leadership vision, strength and personality can change Motivation, perception of the employees, and expectations to inspire followers towards the organization's goals. According to Hall, transformational leadership is a unique process of changing and transforming employees by Motivation.

Transformational leaders have a stronger focus on employee stimulation toward organizational objectives; they have concentrated on organizational development through employee Motivation, creativity and innovation. Transformational leadership gets trust, admiration, and respect from their followers, such leaders, inspire employees to work with Motivation yielding more positive results; they ready followers about the importance of outcomes and goals, a result enabling the employee to show more interest in the whole organization (Bass, 1985). Transformational leadership positively impacts the employee's behaviour. According to Schepers et al. (2005), transformational Leadership allows the employees to think creatively, analyze the problem of the organization differently, and find the solution to the problem with new technologies. Transformational leadership not only increases the capabilities and skills of the employee but also creates alignment between employees' goals and organizational objectives (Rasool, et al., 2015).

In addition, servant Leadership is another variable of the study, which is the combination of two different words, the servant and the leader; commonly, these two words are opposite, but Servant Leadership includes all the positive characteristics such as ethical and spiritual. Servant leadership was first introduced by leaf 1970. According to the author, the concept of Servant Leadership is "leader is the

Servant first," and it began from natural feelings that serve first others. Servant leadership, as an ethical leadership style, is considered a key success of an organization (Peterson, 2003). When brought together, servant leadership makes sense of others and oneself healings because many people suffer from emotional hurts and lose their spirits for work. Still, Servant Leadership provides an opportunity to help and encourage them (Greenleaf, 2008). Because it gives an environment in which the leader understands and shares behavioural norms and expectations, the needs of the others prioritize compared to own and provide support and help to the employees (Liden, et al., 2008).

Hence according to Stone (2004), servant leadership makes possible long-term organizational growth. According to Graham (2013), the servant leader is the stage where moral development exists and includes careful thought for others. The extended perspective of this suggestion is clear, according to Sun (2013), that a well-defined Servant identity is included in Servant Leadership. Servant leadership is that type of leadership, mainly focused on the well-being, growth and development of the employees' it can see the moral need of individuals and the ability to satisfy these needs of employees (Nuijten, 2009).

Servant leadership increased higher confidence (Searle and Barbuto, 2011) and developed job satisfaction and positive work conditions for the organization's employees (Divya & Suganthi, 2018). According to Schwartz (2002), servant leadership constitutes different human values, supports human consideration, and a better understanding of human fundamental values and needs, which keeps off themselves from using the position of power and influencing subordinates. They use their power and influence the encouragement of their employees (Amin, Ahmed, & Soomro, 2019).

Moreover, Burnout was first introduced in the 1970s by American researcher Freudenberg; according to Freudenberg (1974), burnout is a state of mental and physical exhaustion in one's professional life. From the literature review, it was originated that burnout is caused by interpersonal and chronic Emotional anxiety in the work environment (Christina Maslach & Leiter, 2015). Many researchers found that increased organizational bullying causes employee burnout and results in job quitting (Laschinger, 2012). The phenomena of burnout have been studied on the organization's base for more than 20 years and through applied research, high interacting industries were initially examined (Maslach & Leiter, 1997). According to the Oldenburg Burnout Inventory (OLBI), three main dimensions of burnout are emotional exhaustion (a more chronic form of mental and physical stress), Depersonalization or cynicism (development of negative taught and uncaring and hostility feeling toward others) and lack of personal accomplishment or inefficacy (lack of achieving the objective in the workplace) show poor performance (Maslach, 2003).

Several research studies concluded that more administrative workloads result in increased emotional exhaustion and disengagement (Khan., et al., 2020). As a result, employees of burnout are exhausted and don't happily engage in their work, which creates exhaustion and disengagement (Demerouti., Bakker, Vardakou, & Kantas, 2003); thus, the author developed the OLBI, which contains both positive and negative items. It is also found that the reduced personal accomplishment depends on the individual's personality and the difference in self-efficacy (Cordes & Dougherty, 1993; F. Khan, Bibi, Ahmed, & Naz, 2019). Burnout indicates emotional exhaustion and disengagement occurring continuously among individuals

within work conditions (C. Maslach & Jackson, 1981).

Emotional exhaustion is intense tiredness resulting from extreme and prolonged emotional, cognitive, and physical stress caused by particular working conditions (T. W. Lee & Mitchell, 1994; Shirom, 1989). Disengagement is distancing oneself from performing some work (Freudenberg, 1974). It is a psychological tension that leads to undesirable results that minimizes job performance, job satisfaction, low customer engagement, diminished organizational commitment, high-level absenteeism and low self-esteem (Lee & Ashforth, 1996; A. Shirom, 2005; Siegall & McDonald, 2004).

### **Relationship between transformational, servant leadership and emotional exhaustion**

Several research studies focused on the association between transformational and servant leadership (Smith, 2011), whereas these studies showed that servant leadership and transformational leadership have a positive association. As Liden et al. (2008) concluded, servant and transformational leadership are differentiated by community focus. Similarly, the researchers show that servant leadership cares about community needs while transformational Leadership is concerned with organizational goals. In the same way, Graham (1991) elaborated that servant leadership act to 'serve' to attract social responsibilities. Servant Leadership is if a person doesn't want to grow.

According to Muthia and Krishnan (2015), both Leadership has similarities; both styles show concern and care for the employee. Similarly, servant and transformational leadership develop strong bonds between leaders and employees. As a result, the employees are motivated, have high self-esteem, show more engagement in their duties and have low burnout. Moreover, the leadership style encourages the employees to visualize the future and motivates

employees toward tasks by the use of persuasive compelling (Searle & Barbuto Jr, 2011). Transformational leadership concentrates on the organization's benefits, while Servant leadership concentrates on seeking the benefits of the organizational employees (Van Dierendonck, 2011).

Servant Leadership has many positive effects on the employees' emotions, which leads to loyalty and commitment of the employees to the organization. Servant leadership focuses more on employees' emotional stability and well-being, where the employees' emotions are positive towards organizations and leaders. Furthermore, employees show more emotional stability and exhaustion than others and gain effective organizational goals. Moreover, Mulki et al. (2006) found that servant leadership reduces the employees' emotional exhaustion and increases engagement. In the same way, Savage-Austin and Honeycutt (2011) point out a positive relationship between servant leadership productivity and reduced burnout. Robert (2009) found servant leadership has a strong positive effect on engagement.

Conversely, transformational leadership positively affects employees' emotions and organizations. Joo et al. (2010) showed employees have high engagement when they have emotional stability and characteristic of transformational leadership. It encourages the employees and organizational development and aligns to support employees by providing them with the needed opportunity to develop employees for the organizational task.

Besides this, the study clarifies the indirect positive effect of servant leaders on the organization because it provides better communication to their employees and reduces exhaustion (Kaya et al., 2016). The study further clarifies that cooperative work has a positive impact. Moreover, a study in California conducted on the variables of Job conditions, Burnout, turnover intention, and social workers

on a sample of 346 social workers of the organization showed that the social workers reduce the stress in the cooperative working environment and reduce exhaustion (Kim, Hur, Moon, & Jun, 2017).

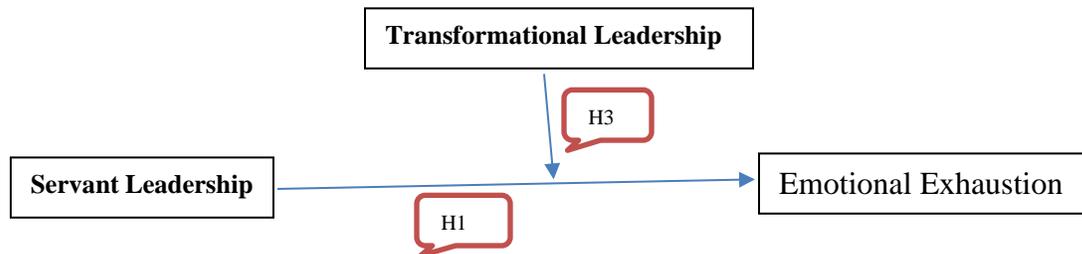
According to Brewer (2016), 25% of job satisfaction was affected by burnout; furthermore, emotional exhaustion and personal accomplishment showed a negative relationship with job satisfaction. Also, a study conducted in Pakistan by Khan, Khan, and Chaudhry (2015) in a commercial organization with 250 samplings, showed Servant Leadership's positive relationship with workplace spirituality and additional organizational culture also positively moderates workplace spirituality.

In 2020 one study conducted in the United States by Desmarais, Harscher and Zwingli on medical students, based on a population of 167, which included 58 percent female students and the study result reveals that emotional exhaustion is reduced on good study demand and increases personal accomplishment of the students by making the new strategy for the students' appropriate syllabus.

Similarly, in 2020 study was conducted in Malaysia on six selected public service sectors. The total sample size of 176 returned from civil servants, having keywords transformational leadership, public sector organizations, public service and employee creativity. This study shows that the performance of civil servants positively affects the use of four dimensions of transformational leadership and is negatively related to emotional exhaustion (Luo et al., 2019).

In light of the literature above, researchers following the conceptual framework model have formulated where servant leadership is the independent variable, emotional exhaustion is the dependent variable and transformational

leadership will act as the moderator variable between dependent and independent variables.



**Figure 1 Conceptual Framework**

**H1:** There is an effect of servant leadership on emotional exhaustion.

**H2:** Transformational leadership moderates the relationship between servant leadership and emotional exhaustion.

### 3. Research Methodology

In the current study, the researcher uses a quantitative data analysis method; in this order, it generalizes results from a large sample and uses measurable statistics using the cross-sectional method; a cross-sectional study observes dispersion levels of distinct groups (Chaudhuri, Jalan, & Suryahadi, 2002). It is completed by taking data from a single at a time (Rindfleisch, Malter, Ganesan, & Moorman, 2008).

In the current study, the researcher selected the Population of N=1183 from the health sector in district Swabi, Khyber Pakhtunkhwa. According to official data of these hospitals, 59 government health units contain one DHQ Hospital, three Civil Hospitals, 40 Basic Health Units, 4 Rural Health Centers, 8 Civil Dispensaries and three Mother and Child Health Care Centers in the District Swabi, Khyber Pakhtunkhwa Pakistan. (Krejcie & Morgan, 1970). In the current study, the closed-ended questionnaire method is used because it is a quick and more natural way of getting an

answer to the research question. A total of 300 questionnaires were distributed which 290 were received, while 25 questionnaires were incomplete and 265 with a 91 % response rate were used for final data analysis.

#### 3.1 Research Instruments

The instruments used the Five-Likert scale (strongly disagree to strongly agree) for the present work. Research instruments of the variables are different items, containing four sections; the first section will mainly define demographic variables (gender, post-occupied, job timing). The second section contains 15 questions for transformational leadership that will be adapted from (Rafferty and Griffin, 2004), with a Cronbach alpha of 0.89.

The third section of the questionnaire contains Servant Leadership using 23 scales adapted from Searle and Barbuto (Searle & Barbuto Jr, 2011) with reliability of 0.879. In the last, fourth part, Burnout dimensions and emotional exhaustion are measured using 08 items and their reliability  $\alpha=0.62$  will be measured by OLBI adapted by Demerouti, Mostert and Bakker (2010).

#### 4. Data Analysis and Results

##### 4.1 Characteristics of Data

In the current research, data were collected from the different hospitals of district Swabi Khyber Pakhtunkhwa, Pakistan. The total population size of the employees in district Swabi was 1183, while the sample size was 290 (Krejcie & Morgan, 1970). The data were analyzed using a

statistical package for social sciences (version 19). As discussed in chapter 3, the adapted questionnaire consists of sixty items, where demographic characteristics consist of gender, designation, shift, age, experience and nature of the job. The remaining questions of the adapted questionnaire were relevant to the study variables. The characteristics of the data are mentioned in Table 2.

**Table 2 Characteristics of data**

Variables		Frequency	Valid%
Gender	Male	206	77.7
	Female	59	22.3
Designation	Doctor	139	52.5
	Nurse	46	17.4
	Technician	43	16.2
	Others	37	14.0
Shift	Morning	213	80.4
	Evening	30	11.3
	Night	21	7.9
	Other	01	0.4

Table 2 shows that 206 (77.7 %) male employees are working in the health sector in district Swabi. However, 59 female employees have 22.3 % of the whole sample in the health sector in the district of Swabi, Pakistan. The descriptive analysis shows that 52.5 % (139) of the employees were doctors, followed by 17.4 percent (46) Nurses, Technician 16.2 % and others 37 with 14.0% out of 265 employees.

Furthermore, it could be observed from the result that almost 80.4 % of employees have morning shifts of employment, while 11.3 % have evening shifts. Moreover, night shifts and

other time spent by employees have 7.9 % and 0.4 % of employment.

**4.1 Normality Test** Normality was checked for skewness and kurtosis of the data. Table 3 shows values of skewness and kurtosis of Servant leadership are 1.724 and 3.790, while emotional exhaustion has -.307 and -.772, respectively, and transformational Leadership is 1.466 and 2.462. The skewness value is greater than 1, indicating a highly skewed distribution between leadership style and emotional exhaustion.

**Table 3 Skewness and kurtosis between leadership styles and emotional exhaustion**

Variables	N	SKEWNESS		KURTOSIS	
		Statistic	SE	Statistic	SE
Servant Leadership	265	1.724	.150	3.790	.298
Emotional Exhaustion	265	-.307	.150	-.772	.298

---

Transformational Leadership	265	1.466	.150	2.462	.298
-----------------------------	-----	-------	------	-------	------

---

#### 4.4 Reliability Analysis

Reliability means to provide consistency in the result; it is used to check whether the result is reliable and consistent or not, e.g., the written test is similar to that of practical experience during the training process, the rating of reliability compared by using Cronbach coefficient alpha, it is used to judges in the items. Servant Leadership items were examined at .87; emotional exhaustion was .77. Furthermore, the transformational leadership alpha coefficient range was 0.93. Reliability shows that all values are in the acceptable range.

Descriptive statistics make available briefs of data in the form of mean, median and mode. Descriptive statistics summarize, simplify, appraise and control assumptions of the data set, completed one by one in case of the desired study. The sample data collected and their measures are in table 4. The first column shows the names of variables, servant leadership, emotional exhaustion and transformational leadership. After that, N Indicates the no of sample respondents (n=265). The third column shows each variable's central tendency, the mean. The last columns give the value of the standard deviation of each variable.

#### 4.5 Testing Hypotheses

This section consists of two Hypotheses that are put to the test, respectively, one by one. Hypotheses of the current research study are:

**H1:** There is an effect of servant leadership on emotional exhaustion.

The researcher first tested the relationship between the dependent and independent variables for testing hypotheses. Servant Leadership was the independent variable and emotional exhaustion and disengagement were the dependent variables; in contrast, transformational leadership was the moderating variable.

Table 4 shows the correlation coefficient between all the study variables using the aggregate data (N=265). The result indicated a significant and worthy relationship between variables. Where small r shows the relationship between variables and p represents the significance of the relationship. Likewise, the relationship between servant leadership and emotional exhaustion ( $r=-.212$ ,  $p < .001$ ), shows a negative association. Furthermore, the relationship between servant leadership and transformational leadership was ( $r=.768$ ,  $p < .001$ ), which indicated the association between servant leadership and transformational leadership was positive

**Table 4 Mean, Standard Deviation and Correlation Analysis**

Variables	Items	Mean	Std. Deviation	SL	EE	TL
SL	23	3.8515	.41457	0.87		
EE	08	2.7655	.83332	-.212**	0.77	

TL	15	3.8088	.49014	.768**	-.203**	0.93
----	----	--------	--------	--------	---------	------

Note: SL: Servant Leadership, EE: Emotional Exhaustion, TL: Transformational Leadership, \*\* p<0.01

Moreover, for testing hypotheses, regression analysis has been run. Table 4 represents the Regression analysis of emotional exhaustion and Servant leadership. The researcher tested the effect of servant leadership on Emotional Exhaustion. As shown in table 5, the R square

value is (0.045), which shows that 45% of changes occur in the dependent variable by the independent variable, Servant leadership. This shows (0.41) changes in the dependent variable emotional exhaustion by the independent variable Servant Leadership effect.

**Table 5: Regression Analysis of SL and EE**

Emotional Exhaustion		
Servant Leadership	Unstandardized Coefficients B	t
	- 0.425	-3.510
<b>R Square</b>	0.045	
<b>Adjust R square</b>	0.041	
<b>F-Model</b>	12.321**	

Note: \*\* p<0.01

**H2:** Transformational leadership Moderates the relationship between servant leadership and emotional exhaustion.

Moderating variable results are yielded by the interaction of the independent variable ad moderating variable. In this study, servant leadership is the independent variable and the moderator variable is Transformational leadership. In the first model, the SL is entered with the dependent variable emotional exhaustion. Table 6 shows the effect of servant leadership on Emotional Exhaustion, which is 45%, along with changes of 41 %. In the second

model, the TL is entered with the dependent variable emotional exhaustion. The direct main effect of both the variables (SL and TL) in (Model 02) was 49%, along with the changes taking place in the adjusted r square (0.043). In the Third model, the SL, TL and interaction between SL and TL are entered with the dependent variable emotional exhaustion. The Third model shows that the R square is 0.058, which means the interaction effect is up to 58% buffer against the Emotional Exhaustion with variance (0.047) explained by the interaction term.

**Table 6: Hierarchical Regression Analysis of TL between SL and EE**

Model 01	Emotional Exhaustion	
	Unstandardized Coefficients B	t value
Servant Leadership	-0.425	-3.510
Adjusted R Square	0.41	
R Square	0.45	
F-Model	12.321**	

<b>Model 02</b>		
Servant Leadership	-0.268	-1.050
Transformational Leadership	-0.273	-1.443
Adjusted R Square	0.43	
R Square	0.049	
F-Model	11.323**	
<b>Model 03</b>		
Servant Leadership	-0.216	-1.330
Transformational Leadership	-0.248	-1.570
Interaction SLTL	-0.366	-1.852
Adjusted R Square	0.047	
R Square	0.058	
F-Model	13.714**	

Note: \*\*  $p < 0.01$

## 5. Conclusion and Discussion

The study aims to explain the impact of the third variable, Transformational Leadership, as a moderating role between servant leadership and emotional exhaustion. The additive gain of the study is that Servant leadership had a positive effect on employees' emotional exhaustion, in line with studies (Babakus, Yavas, & Ashill, 2010; Hakanen & Schaufeli, 2012). Furthermore, the current research explores the moderator role of transformational leadership, the same as the study (F. Khan, Zahra, Bilal, Sufyan, & Naz, 2021). The present study found that when transformational leadership combines with servant leadership, it buffers employee exhaustion and increases employee outcomes.

The study's first objective is to investigate the independent variable effects of Servant leadership on emotional exhaustion among the employees in the health sector in the district of Swabi. Servant leadership aligns more with the health sector (Farrington & Lillah, 2018). Servant leadership is needed in health sector professionals because servant leadership has a serving nature and a serving nature (Schwartz, et al., 2002). According to the current study, servant leadership positively affects the health sector (Waal & Chachage, 2011). It

reduced the employees' Emotional Exhaustion. It means this type of leadership has a positive effect on employees. It is clear that Servant leadership, when applied within hospital sectors, reduces employee burnout. Employees have more satisfaction and responsibility for their duties, more careful use of resources and nether exhaustion from job demands and are respectable with patients. Nurses are dutifully and presentable every time for patients caring because of applied supportive management (Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012) and cannot feel any exhaustion and stress from their night or day duties. When servant leadership is applied within management, it positively affects other staff. The current study result also provides additional information that there was a strong negative relationship between servant leadership and emotional exhaustion, aligned with a previous study.

Another study objective labels the moderation effect of transformational leadership on the relationship between servant leadership and emotional exhaustion. The researchers find a positive association between transformational and servant leadership and a negative relationship between transformational, Servant leadership with emotional exhaustion. When the

moderation effect of transformational and servant leadership is applied, it decreases emotional exhaustion. It means that the moderation of both leadership (SL and TL) positively affects emotional exhaustion. This result found that transformational leadership's moderation effect occurs between servant leadership and emotional exhaustion.

Many researchers on the combined effect of the servant and transformational leadership (Hoch, Bommer, Dulebohn, & Wu, 2018), These studies coined that the combined effect of transformational and servant leadership creates a positive effect on the employees, which is aligned with the current research. The present research found that servant and transformational leadership positively affected burnout, in line with the study.

The current study shows that when transformational leadership is applied within an organization, it reduces health sector employees' stress and exhaustion and is more responsive to their duties. It creates a positive outcome and negatively impacts employees' emotional exhaustion. When transformational leadership combines with other leadership styles, it creates positive results within the organization (Zhu, Sosik, Riggio, & Yang, 2012).

The combined effect of transformational and servant leadership creates a more positive effect on employees and an adverse effect on emotional exhaustion; the current study shows that both types of leadership show care for the employees (Russell & Byford, 2006). They show the moderated relationship (Malik, 2012) between servant leadership with emotional exhaustion in health sector employees in district Swabi. The result of the current study was generated through hierarchical regression analysis and showed that transformational leadership moderated the relationship between servant leadership and emotional exhaustion. It was found that the influence of transformational

leadership on servant leadership on emotional exhaustion is positive; when transformational leadership is used as a moderated variable between servant leadership and emotional exhaustion, it buffers more positively the negative consequences of burnout of employees (Divya & Suganthi, 2018).

Current Research findings have constructed an essential contribution in many aspects like practical and Managerial. However, there are some limitations to this study. Burnout is a negative outcome with three dimensions of burnout, but only one has been identified in this study. Secondly, this study has a limited cultural context; therefore, it cannot be generalized and has a limited sample size. Third, due to limitations of time and resources, the researcher used a cross-sectional data collection study. Lastly, the study limitation is that the survey method was a self-reported employee questionnaire.

It has been suggested that other researchers should conduct their research studies on other burnout dimensions, both qualitative and quantitative study approaches. Furthermore, it is suggested that future researchers conduct longitudinal studies for good results. Because of the time interval, changes may be taking place in the result of the current study variables. The current study was conducted in the health sector. At the same time, other researchers may have studied emotional exhaustion and the direct effect of different types of leadership in the industry or education sector.

## References

1. Amin, H., Ahmed, F., & Soomro, R. (2019). Servant Leadership Improves the Knowledge Sharing Behavior of Employees: A Case of Higher Education Sector in Pakistan. *Journal Etikonomi*, 17 (1).

2. Azhar, A., Ikram, S., Rashid, S., & Saqib, S. (2013). The role of leadership in strategy formulation and implementation. *Studies*, 1(2).
3. Babakus, E., Yavas, U., & Ashill, N. J. (2010). Service worker burnout and turnover intentions: Roles of person-job fit, servant leadership, and customer orientation. *Services Marketing Quarterly*, 32(1), 17-31.
4. Bartram, T., Casimir, G., Djurkovic, N., Leggat, S. G., & Stanton, P. (2012). Do perceived high performance work systems influence the relationship between emotional labour, burnout and intention to leave? A study of Australian nurses. *Journal of Advanced Nursing*, 68(7), 1567-1578.
5. Batool, B. F. (2013). Emotional intelligence and effective leadership. *Journal of business studies quarterly*, 4(3), 84.
6. Boles, J. S., Johnston, M. W., & Hair Jr, J. F. (1997). Role stress, work-family conflict and emotional exhaustion: Interrelationships and effects on some work-related consequences. *Journal of Personal Selling & Sales Management*, 17(1), 17-28.
7. Brewer, E. D. (2016). Burnout among assemblies of God clergy with implications for support from church and denominational leaders. DALLAS BAPTIST UNIVERSITY.
8. Chapman, A. L., Johnson, D., & Kilner, K. (2014). Leadership styles used by senior medical leaders: Patterns, influences and implications for leadership development. *Leadership in Health Services*.
9. Chaudhuri, S., Jalan, J., & Suryahadi, A. (2002). Assessing household vulnerability to poverty from cross-sectional data: A methodology and estimates from Indonesia.
10. Chen., C.-F., & Kao., Y.-L. (2012). Investigating the antecedents and consequences of burnout and isolation among flight attendants. *Tourism Management*, 33, 88-874.
11. Cordes, C. L., & Dougherty, T. W. (1993). A Review and an Integration of Research on Job Burnout. *The Academy of Management Review*, 18(4), 621-656. doi: 10.2307/258593
12. Demerouti., E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment*, 19, 12-23.
13. Demerouti., E., Mostert, K., & Bakker, A. B. (2010). Burnout and work engagement: A thorough investigation of the independency of both constructs. *Journal occupational health Psychology*, 15(3), 209-222. doi: 10.1037/a0019408
14. Divya, S., & Suganthi, L. (2018). Influence of transformational-servant leadership styles and justice perceptions on employee burnout: a moderated mediation model. *International Journal of Business Innovation and Research*, 15(1), 119-135.
15. Engelen, A., Gupta, V., Strenger, L., & Brettel, M. (2015). Entrepreneurial orientation, firm performance, and the moderating role of transformational leadership behaviors. *Journal of Management*, 41(4), 1069-1097.
16. Evered, R. D., & Selman, J. C. (1989). Coaching and the art of management. *Organizational Dynamics*, 18(2), 16-32.
17. Farrington, S. M., & Lillah, R. (2018). Servant leadership and job satisfaction within private healthcare practices. *Leadership in Health Services*.

18. Freudenberger. (1974). Staff burnout. *Journal of Social Issues*, 30, 159-165.
19. Garber, J. S., Madigan, E. A., Click, E. R., & Fitzpatrick, J. J. (2009). Attitudes towards collaboration and servant leadership among nurses, physicians and residents. *Journal of interprofessional care*, 23(4), 331-340.
20. Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
21. Graham, M., Kiviaho, J., Nikkinen, J., & Omran, M. (2013). Global and regional co-movement of the MENA stock markets. *Journal of Economics and Business*, 65, 86-100.
22. Greenleaf, R. K. (2008). *The servant as leader*: Greenleaf Center for Servant Leadership Westfield.
23. Hakanen, J. J., & Schaufeli, W. B. (2012). Do burnout and work engagement predict depressive symptoms and life satisfaction? A three-wave seven-year prospective study. *Journal of Affective Disorders*, 141(2), 415-424.
24. Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44(2), 501-529.
25. Jafai, M., Moghadam, E., & Hosseini, S. (2016). The relationship between servant leadership style and work engagement with managers' efficiency in Zahedan Medical Services University Hospitals. *International Journal of Humanities and Culture Studies*, 5(2016), 1835-1847.
26. Joo, B.-K. B., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: the effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6), 482-500.
27. Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The leadership quarterly*, 14(4-5), 525-544.
28. Khan, A. (2010). The Dilemma of Leadership Styles and Performance Appraisal: Counter Strategies. *Journal of Managerial Sciences*, 4(1).
29. Khan, F., Asif, M., Bashir, A., & Naz, A. (2021). Moderating effect of social support Demands and Organizational Commitment. *Indian Journal of Economics and Business*, 20(3).
30. Khan, F., Asif, M., Hussain, A., Bashir, A., & Gul, M. S. (2021). Mediating Effect of Depression between Loneliness and Organizational Commitment. *Indian Journal of Economics and Business*, 20(2).
31. Khan, F., Bibi, N., Ahmed, A., & Naz, A. (2019). Effect Of Demographic Factors On Burn out Dimensions among Banking Employees. *Elementary Education Online*, 18(4), 2248-2248.
32. Khan, F., Sufyan, M., & Malik, M. (2020). Job demands, Emotional Exhaustion and Ill Health among Academicians. *Global Educational Studies Review*, 3, 253-262.
33. Khan, F., Sufyan, M., & Malik, M. F. I. (2020). Information and Knowledge Influence the Relationship between

- Green Confusion, Greenwash with Purchase Intension. *Global Social Sciences Review*, 5(3), 383-390.
34. Khan, F., Zahra, T., Bilal, H., Sufyan, M., & Naz, A. (2021). Does Job Engagement Mediate the Relationship between Job Demands and Organizational Commitment of Academicians at Institutions of Higher Education Commission in Pakistan? *Elementary Education Online*, 20(5), 3533-3541.
35. Khan, F., Rasli, A. M., Yusoff, R. M., & Ahmad, A. (2015). Do Demographic Make a Difference to Job Burnout Among University Academicians? *International Journal of Economics and Financial Issues*, 5(1S).
36. Khan, F., Rasli, A. M., & Zahra, T. (2020). Is Social Support Moderates Between Workload and Emotional Exhaustion? *Gomal University Journal of Research*, 36(2), 48-63.
37. Kim, H. J., Hur, W.-M., Moon, T.-W., & Jun, J.-K. (2017). Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labor and job performance. *BRQ Business Research Quarterly*.
38. King, A. S. (1990). Evolution of leadership theory. *Vikalpa*, 15(2), 43-56.
39. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
40. Laschinger, H. K. S. (2012). Job and career satisfaction and turnover intentions of newly graduated nurses. *Journal of Nursing Management*, 20(4), 472-484. doi: 10.1111/j.1365-2834.2011.01293.x
41. Lee, & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123-133.
42. Lee, T. W., & Mitchell, T. R. (1994). An Alternative Approach: The Unfolding Model of Voluntary Employee Turnover. *The Academy of Management Review*, 19(1), 51-89. doi: 10.2307/258835
43. Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2), 161-177.
44. Malik, A. H. (2012). A Comparative Study of Elite-English-Medium Schools, Public Schools, and Islamic Madaris in Contemporary Pakistan: The Use of Pierre Bourdieu's Theory to Understand "Inequalities in Educational and Occupational Opportunities". University of Toronto (Canada).
45. Maloş, R. (2012). THE MOST IMPORTANT LEADERSHIP THEORIES. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*.
46. Maslach. (2003). Job Burnout: New Directions in Research and Intervention. *Current Directions in Psychological Science*, 12(5), 189-192. doi: 10.1111/1467-8721.01258
47. Maslach, & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco: Jossey-Bass.
48. Maslach, C., & Jackson, S. E. (1981). *MBI: Maslach Burnout Inventory; manual research edition (Vol. null)*.

49. Maslach, C., & Leiter, M. (2015). It's time to take action on burnout. *Burnout Research*, 2(1), iv-v.
50. Mukundan, J., & Khandehroo, K. (2010). Burnout among English language teachers in Malaysia. *Contemporary Issues in Education Research (CIER)*, 3(1), 71-76.
51. Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59(12), 1222-1230.
52. Najam, U., Inam, A., Awan, H. M., & Abbas, M. (2018). The interactive role of temporal team leadership in the telecom sector of Pakistan: Utilizing temporal diversity for sustainable knowledge sharing. *Sustainability*, 10(5), 1309.
53. Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of Applied Psychology*, 93(6), 1220.
54. Nieminen, L. R., Ko, I., Kotrba, L. M., & Denison, D. (2012). From Agree to Disagree: The Financial Impact of Manager and Non-Manager Culture Dynamics. Paper presented at the Academy of Management Proceedings.
55. Nuijten, I. (2009). Servant-leadership: Paradox or diamond in the rough? A multidimensional measure and empirical evidence.
56. Parris, D. L., & Peachey, J. W. (2013). Encouraging servant leadership: A qualitative study of how a cause-related sporting event inspires participants to serve. *Leadership*, 9(4), 486-512.
57. Peterson, P. E. E. (2003). Our Schools & Our Future... Are We Still at Risk? : Hoover Institution Press, Stanford University, Stanford, CA 94305-6010 (paperback: ISBN-0-8179-3922-9, \$15; clothbound: ISBN-0-8179-3921-0, \$25). Tel: 800-935-2882 (Toll Free); Web site: <http://www.hoover.org>.
58. Prommer, L., Tiberius, V., & Kraus, S. (2020). Exploring the future of startup leadership development. *Journal of Business Venturing Insights*, 14, e00200.
59. Rasool, H. F., Arfeen, I. U., Mothi, W., & Aslam, U. (2015). Leadership styles and its impact on employee's performance in health sector of Pakistan. *City University Research Journal*, 5(1), 97-109.
60. Rindfleisch, A., Malter, A. J., Ganesan, S., & Moorman, C. (2008). Cross-sectional versus longitudinal survey research: Concepts, findings, and guidelines. *Journal of marketing research*, 45(3), 261-279.
61. Robbins, S. P. (2010). Organizational behavior.
62. Robert, A. (2009). Building a sustainable system of leadership development for pharmacy: report of the 2008-09 Argus Commission. *American Journal of Pharmaceutical Education*, 73(Suppl).
63. Russell, W., & Byford, J. (2006). The evolution of man and his tools: A simulation from the MACOS project. *The Journal for the Liberal Arts and Sciences*, 10(3), 17-21.
64. Savage-Austin, A. R., & Honeycutt, A. (2011). Servant leadership: A phenomenological study of practices, experiences, organizational effectiveness, and barriers. *Journal of Business & Economics Research (JBER)*, 9(1).

65. Schepers, J., Wetzels, M., & de Ruyter, K. (2005). Leadership styles in technology acceptance: do followers practice what leaders preach? *Managing Service Quality: An International Journal*.
66. Schwartz, B., Ward, A., Monterosso, J., Lyubomirsky, S., White, K., & Lehman, D. R. (2002). Maximizing versus satisficing: happiness is a matter of choice. *Journal of Personality and Social Psychology*, 83(5), 1178.
67. Searle, T. P., & Barbuto Jr, J. E. (2011). Servant leadership, hope, and organizational virtuousness: A framework exploring positive micro and macro behaviors and performance impact. *Journal of Leadership & Organizational Studies*, 18(1), 107-117.
68. Sheikh, A. A., Ishaq, Q., & Inam, A. (2019). Fostering creativity through servant leadership: Mediating role of knowledge sharing, thriving at work and burnout. *Abasyn Journal of Social Sciences*, 12(2), 198-212.
69. Shirom. (1989). Burnout in work organizations. In Cooper & I. Robertson. (Eds.), *International review of industrial and organizational psychology* (pp. 25-48). New York: Wiley.
70. Shirom, A. (2005). Reflections on the study of burnout [doi: 10.1080/02678370500376649]. *Work & Stress*, 19(3), 263-270. doi: 10.1080/02678370500376649
71. Siegall, M., & McDonald, T. (2004). Person-organization value congruence, burnout and diversion of resources. *Personnel Review*.
72. Smith, K. J. (2011). Work-family conflict and job burnout among correctional staff: A comment on Lambert and Hogan (2010). *Psychological Reports*, 108(1), 23-26.
73. Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*.
74. Sun, P. Y. (2013). The servant identity: Influences on the cognition and behavior of servant leaders. *The leadership quarterly*, 24(4), 544-557.
75. Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228-1261.
76. Waal, A. d., & Chachage, B. (2011). Applicability of the High Performance Organization Framework at an East African University: The Case of Iringa University College. *International Journal of Emerging Markets*, 6(2), 148-167.
77. Zhu, W., Sosik, J. J., Riggio, R. E., & Yang, B. (2012). Relationships between transformational and active transactional leadership and followers' organizational identification: The role of psychological empowerment. *Journal of Behavioral and Applied management*, 13(3), 168-212.