Influence of transformational-servant leadership styles and justice perceptions on employee burnout: a moderated mediation model

S. Divya* and L. Suganthi

Department of Management Studies, College of Engineering, Anna University, Chennai, India
Email: divya.b4u@gmail.com
Email: suganthi_au@yahoo.com
*Corresponding author

Abstract: Today’s managers need to possess strong leadership skills in order to combat the dynamic organisational demands. This study provides a unique insight into how two popular leadership styles – transformational leadership and servant leadership, interact when faced with employee burnout. A moderated mediation model is formulated with transformational leadership moderating the indirect effect of servant leadership on employee burnout through organisational justice. This model is empirically tested and proved in an information technology firm. The results support the model and provide new avenues for leadership research by providing a unique insight on how different leadership styles can be effective together. The practical implications of this study and directions for future research are discussed.

Keywords: moderated mediation; transformational leadership; servant leadership; organisational justice; burnout.


Biographical notes: S. Divya is currently pursuing her research in the Department of Management Studies, College of Engineering, Anna University. Her area of research is leadership studies. She did her post-graduation studies in Master of Business Administration from the College of Engineering, Anna University. Prior to this, she was working as a project engineer in an information technology firm in India. She had also worked in the College of Engineering, Anna University as a teaching fellow, handling management subjects.

L. Suganthi is a Professor in the Department of Management Studies, College of Engineering, Anna University. She has over 20 years of rich academic experience. Her areas of expertise are information system, quality management, energy management, women studies and organisational behaviour. She has published several papers in various national and international journals.
1 Introduction

In today’s economic turmoil, organisations have to strive to not only stay ahead of the competition but also show consistent performance. To spearhead these organisations, capable managers are essential. They need to be equipped with strong leadership skills in order to combat the various challenges that an organisation faces. Leadership styles have been constantly evolving with new leadership behaviours being explored to improve upon individual and organisational outcomes. The ideal leadership style to be adopted is and has been a point of contention since the advent of leadership research. This study focuses on two distinct leadership styles, transformational leadership and servant leadership. Transformational leadership has been stated as the leadership style that inspires, acknowledges and stimulates the employee to perform to the optimum (Bass, 1997; Dvir et al., 2002; Jung et al., 2003; Engelen et al., 2015). The concept of servant leadership has various models explaining its core values. Though each model has its sub-dimensions, the underlying framework is that of focusing on the employee and his wellbeing than the organisation and its goals (Greenleaf, 1970). This research study extends the previous research by studying the impact of these two leadership styles individually on employee justice perceptions in an organisation.

Employees are the most treasured resource of an organisation. The cost of recruiting and training new employees is a major expense incurred by all organisations (Heskett and Schlesinger, 1994; Hinkin and Tracey, 2000; O’Connell and Kung, 2007). In order to reduce this, organisations need to focus on how to retain skilled resources. Many factors play a key role in this such as, employee job satisfaction, organisational citizenship behaviour, turnover intention, burnout and employee trust in the supervisor and organisation (Upenieks, 2003; Paré and Tremblay, 2007; Scanlan and Still, 2013).

This study aims to provide an additional insight into the existing body of leadership research. There is a definite lack of knowledge on how different leadership styles interact. Research has been conducted on individual leadership styles but not many have been done on combining leadership styles and how effective they are together. This study strives to delve into this aspect of leadership. The objective of this paper is three fold. First, to examine the literature background of the two leadership styles. The major constructs in the model-organisational justice and burnout are explored in detail. Second, the inter-relationships between these variables are analysed and based on this, the hypotheses are framed to form a moderated mediating model. Following this, the methodology adopted and the instruments used for the study are examined. Third, the data analysis, the results and the impact of the research findings are discussed.

2 Literature background

From the advent of leadership research, innumerable studies have been conducted on how various leadership styles could be combined for optimum results in all levels of an organisation to gain a competitive advantage. In this section, research articles which worked upon the key constructs considered for this study were chosen for review. These studies were consolidated briefly to provide an understanding of how the transformational and servant leadership styles have evolved over the years. These leadership styles are reviewed and their antecedents and causal factors discussed. This is followed by a detailed review on organisational justice and how it is perceived by
employees and its various dimensions. Employee burnout has been a topic of extensive research in almost every sector such as healthcare and education. In this review section, burnout experienced among employees as well as ways to mitigate the same is discussed concisely.

2.1 Transformational leadership

Amongst the various leadership styles that have been developed, transformational leadership has been by far the most researched topic in organisational studies forum. The elements that constitute the transformational leadership theory are the individualised consideration, intellectual stimulation, inspirational motivation and idealised influence of the leader (Bass, 1991). Transformational leadership had been found to induce several positive outcomes in individual, team and organisational levels. On the individual level, transformational leadership behaviour in a supervisor was found to produce a positive influence on the subordinates. These subordinates were found to be empowered, innovative, enjoying a higher job satisfaction levels (Kark et al., 2003; Pieterse et al., 2010; Ismail et al., 2011). Apart from this, organisational outcomes such as culture, climate, competitive advantage and organisational learning were also found to be influenced by transformational leadership (Sarros et al., 2008; Wang and Rode, 2010; Garcia-Morales et al., 2012; Kamali, 2014; Ekuma, 2014).

2.2 Servant leadership

Servant leadership is the leadership style that focuses on the employee instead of organisational outcomes. It is when the supervisor works for establishing maximum job satisfaction and positive work environment for the employees. Several models of servant leadership have been developed in the past. The Greenleaf (1970) model explains the concept of ‘servant as a leader’, where the leader serves the employees and in turn by his service, influences their behaviour. Spears (1998) in his research described ten characteristics that would define a servant leader, such as listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to people growth and community building. The first empirically tested model of servant leadership was formulated by Laub (1999). This six-dimensional model had developing people, shared leadership, displaying authenticity, valuing people, providing leadership and community building as sub dimensions. Similar to this, several researchers have developed models of servant leadership – Page and Wong (2000), Russell and Stone (2002), Barbuto and Wheeler (2006), Sendjaya et al. (2008), Liden et al. (2008) and most recently, Van Dierendonck and Nuijten (2011). Several studies have empirically established the impact servant leadership has on individual, such as trust, empowerment, innovation, performance and job satisfaction (Joseph and Winston, 2005; Sendjaya and Pekerti, 2010; Asag-Gau and Van Dierendonck, 2011; Jaramillo et al., 2009; Choudhary et al., 2013; Van Dierendonck and Rook, 2010; Cerit, 2009).

2.3 Organisational justice

Justice perception of employees is the presence of just practices followed by supervisor and organisation, as perceived by the employee. Organisational justice is said to be prevalent in an organisation, when employees perceive that there is fairness and
transparency in the treatment of employees by the supervisors and management (Greenberg, 1987). Organisational justice is three dimensional in nature, consisting of procedural, interactional and distributive justice (Skarlicki and Folger, 1997; Greenberg, 1990; Colquitt et al., 2001). Procedural justice is when organisation follows transparent policies and procedures when handling employee issues (Moorman et al., 1998; Tyler and Blader, 2003). Interactive justice is when the supervisor is fair and treats all his subordinates in an unbiased manner (Chen et al., 2013; Ambrose and Schminke, 2003). Finally, distributive justice is the fair and just distribution of rewards and recognition to the employees (Folger and Konovsky, 1989; Janssen et al., 2010). Organisational justice dimensions were found to influence several positive outcomes in an employee such as organisational citizenship behaviour, job satisfaction, etc. (Nadiri and Tanova, 2010; Walumbwa et al., 2010; Fatt et al., 2010).

2.4 Burnout

Burnout is defined as the complete physical and emotional exhaustion experienced at workplace by an employee (Crawford et al., 2010). Several factors have been found to cause burnout in workplace. Some of them are job demands (Crawford et al., 2010; Nahrgang et al., 2011; Trépanier et al., 2014), job dissatisfaction (McHugh et al., 2011; López et al., 2010), workplace bullying (Laschinger et al., 2010; Wong and Grau, 2012). By carefully analysing these factors, employee burnout could be decreased and even prevented. When an employee experiences job burnout, it would lead to several ramifications, affecting not only the individual but also the organisation eventually. The consequences of burnout are several and affects the organisation – turnover intention (Yoon and Kim, 2010; Jung and Kim, 2012), performance (Gandi et al., 2011; Chen and Kao, 2012). A study by Awa et al. (2010) recommended conducting intervention programs periodically to identify employees who might be prone to burnout in future and to prevent the same from occurring.

A large research gap is identified here. Organisations are under pressure to not only succeed in an industry but also to perform consistently. This pressure transfers to the employees to accomplish more at less time. The possibility of employee burnout is higher now than ever before. It can be observed from the literature review that research on the impact of leadership style on employees’ job burnout is very few. It was also observed that an in-depth study into the effectiveness of leadership behaviour that is a combination of servant and transformational leadership styles is long pending. Several studies have exalted the virtues of these two leadership styles. But not many studies provide an understanding of their combined prowess. The current study aims to bridge this gap by formulating a moderating mediation model to understand the influence of leadership style on burnout. This is a critical need for this study, a need to develop a merged leadership concept. As not one leadership style, but an amalgamation of leadership behaviours is essential to tackle today’s team and organisational challenges.

3 Model and hypotheses formation

Very few studies have studied the role of servant leadership in reducing stress and burnout in employees. Babakus et al. (2010) studied the influence of servant leadership and person-job fit on burnout and turnover intention of front line employees in banking
sector. A recent study by Hakanen and Van Dierendonck (2013) established the mediating role burnout and job control would play on servant leadership and life satisfaction. These studies have proven that a servant leader would alleviate an employee’s job burnout and actively strive to reduce it. Based on these two studies, the first hypothesis is framed.

Hypothesis 1 Employees reporting to managers with servant leadership qualities experience less burnout in their workplace.

Organisational justice perceptions of employees are dynamic, depending on several factors including the supervisor’s leadership style. Previous research has worked on establishing a relationship between servant leadership and organisational justice. A study by Walumbwa et al. (2010) has established that procedural justice has an indirect effect on the relationship between servant leadership and organisational citizenship behaviour. Distributive justice of sales force was found to be directly influenced by supervisors’ servant leadership (Schwepker, 2016). This study established that servant leadership positively impacts employees’ perception of distributive justice. A study by Kool and Van Dierendonck (2012) states that employees’ sense of interactional justice could be influenced by exercising servant leadership behaviours. From these studies, it could be clearly observed that servant leadership plays a role in positively influencing employees’ justice perceptions. This forms the next hypothesis.

Hypothesis 2 Employees who report to managers with servant leadership qualities have a positive perception about organisational justice in their workplace.

Employee burnout has been studied with justice perceptions in various studies (Cheng et al., 2011; Campbell et al., 2013; Chênevert et al., 2013). Moliner et al. (2005b) state that all three dimensions of organisational justice influence employee burnout in the service sector. Lambert et al. (2010) had established that procedural justice and distributive justice influence job burnout and life satisfaction of correctional officers in a security organisation. Moliner et al. (2005a) studied how the justice perceptions would influence burnout in male and female employees. This study stated that interactional justice played a major role on reducing burnout in female employees than their male counterparts. From these studies, it could be established that employees’ positive justice perceptions would decrease their job burnout. This leads to the next hypothesis.

Hypothesis 3 Employees with a positive perception of organisational justice experience less workplace burnout.

Based on the above hypothesis, it could be stated that organisational justice would play a mediating role between servant leadership and job burnout in employees.

Hypothesis 4 Organisational justice mediates the relationship between servant leadership and employee burnout.

From the review of previous literature, it is observed that no research has been done to establish how the presence of transformational leadership behaviours would likely increase the role of organisational justice in decreasing burnout in employees supervised by servant leaders. This research proposes that transformational leadership plays a role in the way servant leadership and employee justice perceptions influence job burnout. There is a strong proof from previous research that transformational leadership yields higher levels of individual outcomes than other leadership styles (Bass, 1991; Yukl, 1999; Eagly
et al., 2003; Novicevic et al., 2005; Crossman, 2010; Van Knippenberg and Sitkin, 2013; Joo and Nimon, 2014). The positive effects of transformational leadership on individual outcomes have been established in these studies. Transformational leadership when coupled with other leadership styles yielded positive outcomes on several levels (Conger, 1999; Bass and Steidlmeier, 2006; Zhu et al., 2011). In these studies, transformational leadership was studied with charismatic and authentic leadership styles. Some researchers have worked on servant and transformational leadership styles. Gregory Stone et al. (2004) stated that though these two leadership styles have different focus, they offer a common ground for dynamic leadership in organisations. Some studies compare these two leadership styles and conclusively state that though they are distinct, each leadership style would be ideal in their unique environments (Smith et al., 2004; Humphreys, 2005; Schneider and George, 2011; Van Dierendonck et al., 2014).

Transformational leadership had been found to play a moderator role in various research studies (Shin and Zhou, 2007; Malik and Farooqi, 2013; Kumako and Asumeng, 2013). Transformational leadership had been found to have a strong influence on employee justice perceptions. Procedural, distributive and interactive justice perceptions of employees were found to be influenced by the leadership style. The three dimensions of organisational justice was found to be positively influenced by transformational leadership in various industrial and organisational settings (Wu et al., 2007; Asgari et al., 2008; Rokhman and Hassan, 2012; Gillet et al., 2013). Based on these research studies, a moderated mediation model is proposed with transformational leadership as the moderator. Previous research suggests that the presence of transformational leadership behaviour would increase the influence of other leadership styles on individual outcomes. Based on this, the next hypothesis is framed.

**Hypothesis 5** The indirect effect of servant leadership on job burnout via organisational justice would be positive when supervisor exhibits increased transformational leader behaviour.

Figure 1 depicts the hypothesised moderated mediation model, involving the key constructs. It could be seen that transformational leadership moderates the relationship between servant leadership and justice.

**Figure 1** First stage moderated mediation model (see online version for colours)
4 Methodology

4.1 Data collection

A quantitative survey methodology was adopted to conduct this research study. Employees of a leading information technology and services company in India were chosen for this. Questionnaires were distributed to 400 employees. Out of the distributed questionnaires, 379 were returned with a 94% response rate. After initial screening, 336 responses were deemed to be fit for the study.

4.2 Instruments

Transformational leadership was measured by means of the 15 item questionnaire (Cronbach’s $\alpha = 0.89$) designed by Rafferty and Griffin (2004). The dimensions included are vision, personal recognition, inspirational communication, intellectual communication and supportive leadership. Each dimension has three items each.

Servant leadership was measured by the 30 item questionnaire (Cronbach’s $\alpha = 0.94$) designed by Van Dierendonck and Nuijten (2011). The dimensions measured are humility, authenticity, stewardship, empowerment, standing back, accountability, forgiveness and courage.

Organisational justice was measured using the 20 item questionnaire (Cronbach’s $\alpha = 0.94$) designed by Niehoff and Moorman (1993). The three dimensions of organisational justice included in this questionnaire are interactive justice, distributive justice and procedural justice.

Employee burnout was measured using the six-item unidimensional instrument (Cronbach’s $\alpha = .80$) designed by Broome et al. (2009). All instruments used a five-point Likert scale.

5 Data analysis

The collected data was analysed using the statistical package SPSS version 20. The demographic analysis of the participants is depicted in Table 1.

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Between 21–30</td>
<td>252</td>
</tr>
<tr>
<td></td>
<td>Between 31–40</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Between 41–50</td>
<td>17</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>212</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>124</td>
</tr>
<tr>
<td>Total work experience</td>
<td>Less than 5 years</td>
<td>204</td>
</tr>
<tr>
<td></td>
<td>Between 5–10 years</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Above 10 years</td>
<td>37</td>
</tr>
<tr>
<td>Experience under current supervisor</td>
<td>Less than 5 years</td>
<td>265</td>
</tr>
<tr>
<td></td>
<td>Between 5–10 years</td>
<td>71</td>
</tr>
</tbody>
</table>
From the descriptive statistics it could be observed that almost 75% of employees are below 30 years of age implying a young workforce in the organisation. Also, 79% of employees have worked for less than five years under their current supervisor. The inter-correlations between the key constructs are analysed and the results are displayed in Table 2.

### Table 2 Inter-correlations between key constructs

<table>
<thead>
<tr>
<th></th>
<th>Burnout</th>
<th>Transformational leader</th>
<th>Organisational justice</th>
<th>Servant leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burnout</td>
<td>1</td>
<td>–.178**</td>
<td>–.271**</td>
<td>–.120*</td>
</tr>
<tr>
<td>Transformational leader</td>
<td>–.178**</td>
<td>1</td>
<td>.797**</td>
<td>.821**</td>
</tr>
<tr>
<td>Organisational justice</td>
<td>–.271**</td>
<td>.797**</td>
<td>1</td>
<td>.817**</td>
</tr>
<tr>
<td>Servant leadership</td>
<td>–.120*</td>
<td>.821**</td>
<td>.817**</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: **Correlation is significant at the 0.01 level (two-tailed).
*Correlation is significant at the 0.05 level (two-tailed).

From Table 2, it could be observed that the key variables are significantly correlated. Employee burnout is found to be negatively correlated with servant leadership (–.120*).

Hierarchical linear modelling has been adopted to test the Hypotheses 1, 2 and 3. The three step process to test a mediation model proposed by Baron and Kenny (1986) has been used. These steps have been advocated in earlier studies (Judd and Kenny, 1981; James and Brett, 1984) to test mediation.

5.1 Step 1

In the first step, the correlation between the independent variable and the outcome is established. Using simple regression, the regression equation between the two variables is determined. A significant β value of –0.349 (p < 0.01) is obtained along with significant ANOVA. This proves that servant leadership significantly reduces employee burnout. This supports Hypothesis 1.

5.2 Step 2

In the second step, the regression effect of servant leadership on organisational justice is analysed. From Table 3, it can be seen that a significant β value of .793 (p < 0.01) explains the strong correlation between the two constructs. This proves Hypothesis 2, which states that employees working under servant leaders have positive perception of organisational justice in their organisations. Servant leaders ensure that organisational justice is prevalent in the workplace.

5.3 Step 3

In the third step, the regression effect of organisational justice on employee burnout is analysed. From Table 3, it could be observed that a significant β value of –.452 (p < 0.01) explains the strong negative equation between the two variables. This proves
Hypothesis 3 that employees experience less burnout in their workplace where organisational justice prevails.

5.4 Step 4

To test whether organisational justice mediates the relationship between servant leadership and burnout, hierarchical regression is used by studying the effect of servant leadership and organisational justice together on employee burnout. From the table, it can be observed that servant leadership has an insignificant $\beta$ value of 0.026 ($p > 0.01$) while organisational justice has a significant as well as an increased $\beta$ value of $-0.473$ ($p < 0.01$). This clearly proves that there is no mediation. Hence the Hypothesis 4 is disproved.

Table 3  Results of Baron and Kenny’s mediation analysis

<table>
<thead>
<tr>
<th>Step</th>
<th>Variables</th>
<th>$\beta$</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Servant leadership</td>
<td>-0.349</td>
<td>0.0000</td>
</tr>
<tr>
<td></td>
<td>Burnout</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Servant leadership</td>
<td>0.793</td>
<td>0.0000</td>
</tr>
<tr>
<td></td>
<td>Organisational justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Organisational justice</td>
<td>-0.452</td>
<td>0.0000</td>
</tr>
<tr>
<td></td>
<td>Burnout</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Servant leadership</td>
<td>0.026</td>
<td>0.637</td>
</tr>
<tr>
<td></td>
<td>Organisational justice</td>
<td>-0.473</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

Hypothesis 4 is alternatively tested using model 4 of the PROCESS macro defined by Hayes and Preacher (2014); the indirect effect of organisation justice on servant leadership and employee burnout. Hayes (2013) has argued that using this method is more effective than Baron and Kenny’s (1986) causal steps approach. Recent studies in organisational behaviour had preferred the use of PROCESS macro to conduct simple mediation analysis (Herman et al., 2012; Blickle et al., 2014; Peñarroja et al., 2015).

Bootstrap analysis to test mediation show that the indirect effect of servant leadership on employee burnout through organisational justice was not significant (effect = 0.10; boot SE = .02; 95% confidence interval = −0.15 to 0.06). However, the direct effect of servant leadership on employee burnout was significant (effect = 0.07; boot SE = 0.02; 95% confidence interval = 0.02 to 0.12). From Table 3, it is found that individually the relationships between organisational justice, servant leadership and burnout are significant. However, it can be observed that as soon as organisational justice is introduced in the model, the relationship between servant leadership and burnout is affected. From this, there is no mediation effect by organisational justice. Thus, Hypothesis 4 is disproved. It is deduced that organisational justice does not mediate the relationship between servant leadership and employee burnout. The presence of organisational justice had no influence on employee burnout, if the leader does not possess servant leadership tendencies.

To test Hypothesis 5, model 3 of PROCESS macro is used. A stepwise process to analyse a moderated mediation model suggested by Edwards and Lambert (2007) had
been adopted here. Typically, moderated mediation can occur at any of four stages. The moderator could impact the

1 independent and mediator
2 the mediator and the outcome
3 both the relationships
4 both the relationships, along with moderating the relationship between the independent and the outcome.

In the current study, the moderator occurs in the first stage – between servant leadership and organisational justice. The conditional indirect effect was computed at a standard deviation level of one above and below the mean of transformational leadership behaviour. The bootstrap analysis results show that at higher levels of transformational leadership behaviour (effect = 0.10; boot SE = 0.03; 95% confidence interval = .03 to .17), servant leadership had an indirect effect on employee burnout through organisational justice. But at lower levels of transformational leadership behaviours (effect = –0.06; boot SE = .044; 95% confidence interval = –.155 to .02), the servant leadership of supervisor had no effect on employee burnout. Analysing this result, it can be seen that at the values indicative of high and low levels of moderator, the effect sizes are significantly different from each other. This finding supports our Hypothesis 5.

6 Research findings and practical implications

The objective of this study was to test a moderated mediation model when the indirect effect of servant leadership on employee burnout, through organisational justice was moderated by the supervisor exhibiting transformational leadership behaviour. Discussing the results of hypothesis formulations, it could be seen that servant leadership behaviour of a supervisor would be effective in significantly reducing job burnout experienced by an employee. This supports Hypothesis 1. This finding contributes to existing research on servant leadership. Apart from fostering the increase in positive individual outcomes, this study proves that servant leadership would be effective in reducing negative outcomes also.

From the results, it could be seen that servant leadership alone is not sufficient when an employee is suffering from job burnout. This study is crucial in understanding the importance of a leadership style that would combine the nature of servant and transformational leadership styles. Both these leadership styles are unique and have a positive impact in their individual capabilities. However, implementing them together would yield tremendous results in all organisational levels.

Several studies in the past had studied servant and transformational leadership styles in the same spectrum. Most of them had focused on comparing and contrasting of these styles (Smith et al., 2004; Schneider and George, 2011; Parolini et al., 2009). One study that had uniquely combined these two styles was Peregryn and Woff’s (2013) research on a value based leadership approach. In this study the authors adopt a case study approach to put forth a transformational servant leadership style.
The findings of this research study would be beneficial when organisations recruit and train managers to be effective leaders. By being aware of the various leadership styles and how the efficiency of manager would be increased manifold by adopting the right leadership style, the organisations would gain a definite advantage in the industry. Having competent managers is one of the greatest assets an organisation could possess. By training managers to be effective leaders, capable of handling ad hoc situations organisations gain a massive lead when facing industrial challenges.

7 Managerial implications

The current study is unique in providing an empirical base for a distinct leadership style. This would be strong contribution to leadership research. A few practical implications of this study are identified. First, is that organisations could incorporate this style in their training and development programs. Through this, the supervisor would be better equipped to handle workplace challenges. Second, the managers could actively contribute in identifying employees under strain work on balancing the situation. Third implication is that managers equipped with dual leadership skills are better fortified at making the workplace a stress free environment.

8 Limitations of study

There is however, one limitation to this study. Only one aspect – employee burnout, a negative outcome variable has been the focus of here. The scope of this research is hence limited to understanding the influence on only one factor. Including another outcome could have broadened the impact of this study. In spite of this, it is believed that this study could pave a strong foundation for research in new avenues of transformational servant leadership. Future studies can extend this research to study various individual outcomes that could be modulated by implementing elements of servant and transformational leadership behaviours. A new leadership style could be formulated by employing certain dimensions of servant and transformational leadership styles.

9 Conclusions

This research highlights the importance of having an inclusive leadership style coupling transformational and servant leadership characteristics. Certain practical implications for organisations are found from the study results. Leadership training in organisations could focus on inculcating more than one leadership style to supervisors. This would lead to yielding higher levels of positive outcomes in both individuals and teams. Employing this strategy would lead to organisations to gain competitive advantage. By emphasising on the benefits of studying leadership styles together, this research thus provides great scope for future research targeting leadership styles. In conclusion, the current study has provided a unique contribution to leadership research by proving the pivotal role played by transformational leadership behaviour on servant leaders.
References


Influence of transformational-servant leadership styles


Influence of transformational-servant leadership styles


