

Role of Servant Leadership in Environment of Freedom and Job Satisfaction in Medical Industry of Pakistan

Atifa Ashraf¹, Sheraz Anjum², Muhammad Obaid Aslam³, Dr. Muhammad Ahmad⁴, Dr. Syed
Badar ul Husnain Rizvi⁵

1. MBA Scholar, NCBA&E, Lahore, atifaashraf972@gmail.com
2. PhD Scholar, University Sultan Zainal Abidin UniSZA. Kuala Terengganu. Malaysia,
sheraz153@hotmail.com
3. Department of Education, Riphah International University Faisalabad Campus,
Faisalabad
4. Department of Management & Administrative Sciences, University of Narowal, Narowal,
m.ahmad@uon.edu.pk
5. Department of Economics, University of Narowal, Narowal, badar.rizvi@uon.edu.pk

ABSTRACT

There is a continuous deficiency of specialized medical staff and nurses in the country. The specialized staff needs special care and attention to maintain them in their job. The job also needs continuous leadership support to keep medical staff satisfied. For said purpose the work environment is also very critical. To keep in view the aforementioned context, this research conceptualize servant leadership, environment freedom, and employee satisfaction in conceptual model. The servant leadership includes empowerment and commitment to growth. The research follow the cross-sectional research design. The research is carried in Pakistan, Punjab province as the hospital of three major cities are selected i.e., Gujrat, Gujranwala, and Lahore for data collection. The total sample is 370 medical staff and nurses to test the proposed conceptual model. The data analysis is carried with smart_PLS. The results show the direct significant relationship between empowerment and job satisfaction and commitment to growth and job satisfaction. There is also direct significant relationship between empowerment and environment freedom and commitment to growth and environment freedom. The results also show significant indirect relationship between empowerment and job satisfaction and commitment to growth and job satisfaction. This finding proves the mediating role of environment freedom between empowerment and job satisfaction and commitment to growth and job satisfaction. Findings of this result suggest that constructive and encouraging organizational leadership change work

practice and helps to boost the satisfaction of medical staff and nurses working in Pakistan. Servant leadership nurture le working, bringing about more noteworthy staff job satisfaction.

Keywords. Empowerment, Commitment to growth Environment of Freedom, Job Satisfaction

INTRODUCTION

Leader practices impact employee commitment. This also promotes the authoritative results. With medical sector costs predicted to retain the employees is escalating (Shi and Singh, 2014). Leaders should authorize demonstrated initiative practices that further develop employee satisfaction. By empowering and providing commitment to employees in the medical sector diminish the monetary cost of overall expenditures carried in the medical sector. This also diminish the monetary weight on the Pakistan medical sector framework. One cost related with the activities of a medical care association is the expense identified with workers disappointment bringing about turnover. Establishing a positive workplace for staff nurture that adds to giving safe patient consideration is difficult for medical sector leaders.

To achieve this accomplishment, the medical care chief's nearsighted perspective on authority, explicitly workers initiative, should move to incorporate nontraditional authority styles. This part incorporates an outline of the issue that workers initiative has not exhibited unwavering quality in tending to the explanations behind the workers lack and related results (Blake, Leach, Robbins, Pike, and Needleman, 2013). Workers supervisors who don't perceive that their present authority style is inadequate are urged to take on new methodologies. Medical attendant administrators might find that by accepting an authority style, like worker initiative, staff workers fulfillment will increment and turnover expectation will diminish, while patient results and monetary supportability improve. Inside the setting of offering clinical types of assistance and conveying those administrations in a financially savvy way, medical care leaders should take a gander at the workers office's sway on costs, explicitly turnover. It is inside the chief's extent of training to decide the administration factors that add to an attendant's choice to leave an association or the calling and change the factors adding to the misfortune.

Sun (2013) clarified that worker chiefs go past customary initiative by choosing the necessities of and serving others as the essential concentration. As indicated by Sun, worker initiative is not quite the same as other authority styles, in its peculiarity and its latent capacity to impact associations and their partners. Stressing the laborer gives an upper hand as employees are more occupied with their work also, are bound to be fulfilled (Anitha, 2014).

This section incorporates the foundation and proclamation of the issue, just as the reason, importance, nature, and applied system of the review. An outline of the information assortment method and the most common way of assessing the lived encounters of medical attendants in one Magnet ensured clinic are additionally included.

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Research Questions

Following research questions are conceptualized in this research:

1. What is role of employee empowerment in employee satisfaction?
2. What is role of commitment to growth empower leads to employee satisfaction?
3. How employee empowerment creates the workplace environment freedom?
4. How commitment of growth leads to the workplace environment freedom?
5. How workplace environment freedom leads to employee satisfaction?

Research Objectives

1. To analyze the role of employee empowerment in employee satisfaction
2. To access the impact of commitment to growth empower leads to employee satisfaction
3. To measure the role of empowerment creates the workplace environment freedom
4. To determine the impact of growth leads to the workplace environment freedom
5. To analyze the role of workplace environment freedom leads to employee satisfaction

LITERATURE REVIEW

Administration Positive authority models stress the significance of esteeming, paying attention to, and enabling workers (Anderson and Gallagher, 2010). The capacity of leaders to impact others is a fundamental component while changing the existences of inner partners. In high-performing associations, supervisors assemble confiding seeing someone, by reliably approaching workers with deference and by making and esteeming their unwaveringness (Brennan and Monson, 2014). Leaders support supporter faithfulness by setting up long haul connections by expanding the worker's mental prosperity. Furthermore, elite execution associations are not unthinking, nor do leaders embrace administration styles that attention on authoritative objectives to the detriment of connections (Brennan and Monson, 2014). Financial money saving advantage connections that portray leader conduct in regards to objective setting, provide guidance and support, and building up expected practices are frequently the reason for customary administration models. Customary initiative hypotheses stress order and control (value-based administration) or authority by vision and model (groundbreaking models).

Experts figures give guidance and request to the gathering. Conventional administration is reliant exclusively on a the person association, through leader driven exercises, limiting relationship working with subordinates (Olge and Glass, 2014). They additionally talked about how customary workers initiative is viewed as far off and applying controlling impact to cutting edge medical caretakers. Stare and Glass perceived that the absence of authoritative design impedes the capacity to rise above the conventional workers progressive system to further develop workers care. Supporters regularly view workers administration skeptically due to the various leveled structure. Medical caretakers follow in light of the fact that they need to take decision. Gaze , (2014) presumed that verifiable initiative . All the more frequently, viability or insufficiency of the leader is in the psyche of the adherent. Authority hypotheses are created to

quantify the exhibition or the advancement of administration and authoritative achievement, in light of the worker. Analysts have habitually operationalized authority utilizing set up administration develops. Customary authority research surveys trade models that portray the conduct of the leader and its impact on the supporter, for example, authoritative objective setting, building up course, and remedying practices. Leadership in Healthcare Medicine is extraordinary at tackling specialized issues. Medication has fostered a settled in progressive plan that customarily relegates one individual or a gathering of people to go about as the functional specialists and specialists. A progressive association can be successful when taking care of specialized issues as lines of power and obligation normally create.

The work plan of numerous emergency clinics is portrayed as an actually improved association with the end goal that when clinical issues emerge, a convenient solution arrangement established on proved based practice happens. Be that as it may, the progressive design doesn't uphold versatile conditions (Trastek et al., 2014). Versatility requires a level of adaptability. In research by perkin done in 2013 portrayed, directors in conventional medical care associations are responsible to bosses, and the staff assumption is to present. While medical care laborers (attendants) present, they bring bearing from hierarchical, while at the same time being coordinated to serve down (patients), consequently decreasing the capacity to conform to an evolving climate. Medical care writing alluded to workers administration as far as individuals who stand firm on a proper situation and can propel strategy (Olge and Glass, 2014). While administration builds up objectives, forms procedures, gives work rules, and joins hierarchical qualities, custom constantly portrays administrative work as divided and very limited. In exploration, observed advancements to workers the executives positions were an award for political intuition and clinical capability, and not on administration expertise or initiative capacity (Homburg, Heijden, and Valkenburg, 2013).

At the point when attendants couldn't accomplish hierarchical objectives, they regularly leave associations or accept duties. Subsequently, clinics battle to select and hold nurture supervisors. Medical caretaker administrators address the biggest portion of supervisors in medical sector at 300,000 experts, functional accomplishment of a medical sector association. They assume a fundamental part in giving initiative in a quickly evolving climate, spirit and maintenance of staff, and execution of medical attendants. Notwithstanding the basic job of workers care in deciding superior execution medical sector conveyance, the majority of this work is lost or undetectable to strategy producers, directors, and chiefs. Due to the pace of progress that happens, nurture administrators are not ready to manage the subsequent sequelae of staff pressure, work disappointment, and turnover.

In Freedom of environment medical care conveyance requires cooperation between numerous experts to accomplish patient result objectives and authoritative assumptions. Groups of attendants, specialists, para-experts, and care staff add to the work. Examination in group viability showed a solid connection between's the qualities of the pioneer, administration

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comprehensiveness, and the assignment. With any group, nonetheless, individual contemplations impacted the adequacy of the group all in all.

Individual centered practices expect pioneers to consider the impact all part's associations have inside the group's plan. Pioneers, who have another concentration, taken a gander at the individual, and empowered every part to profit by close to home qualities to contribute to the group's objectives. Individual centered practices work with social communications, thinking builds, and set up social mentalities for powerful group elements. Tuckey, Bakker, and not really set in stone that individual situated initiative expanded work commitment, group adequacy, and enhanced work conditions by fortifying work setting. Observed supervisors established connected with workplaces in which representatives had more significant levels of power, devotion, and ingestion by affecting staff work attributes, prosperity, and strengthening. Strengthening rather on the grounds that there is an impression of both independence and association. The insight is that any work is a commitment to the execution of hierarchical objectives. The view of opportunity gives the fortitude for representatives to act autonomously. To work independently, medical caretakers should have the capacity to simply decide, be liberated from unseemly impedance from the executives, and to be capable to consider self-coordinated choices, in this way acquiring information. It is tracked down that enabling authority incorporates practices that empower decisive reasoning, self-initiative, support in objective setting, and firm collaboration.

Conceptual Model



RESEARCH METHODOLOGY

Exploration Method Yilmaz (2013) portrayed examination technique as one sort of observational investigation into a social issue clarified through mathematical information and broke down utilizing measurable strategies to decide whether a hypothesis, to foresee a peculiarity of premium. By utilizing the examination approach, analysts endeavor to clarify social practices by accentuating the estimation and investigation of causal connections between factors in a coherent system. Quantitative specialists can get enormous, agent tests (Fassinger, 2013) for a quantifiable and dependably assessed peculiarity. Quantitative examinations require mathematical information (Ingham-Broomfield, 2015) created from instruments that action the result.

The quantitative technique was suitable for this exploration to apply a Likert-type review tool, to quantify members' points of view to recognize an overall example of responses to shut finished explanations. Overviews are utilized in directing quantitative exploration to count the recurrence

of events of attendant's perspectives and practices (Rowley, 2014). Members' reactions to a bunch of articulations were estimated, working with examination and measurable conglomeration of the information. The consequences of the inner consistency of the information show it is generalizable to the bigger populace. After thought, utilizing a subjective examination strategy was not suitable for this exploration.

The reason for the exploration was not to get importance from the members in regards to their encounters with the factors in the examination. Subjective specialists look to analyze the setting that impacts the significance individuals attribute to an encounter. Utilizing a subjective technique would endeavor to comprehend the singular point of view of the factors when contrasted with deciding connections.

The essential way of social occasion this kind of data was to give very much planned explanations, in which members would demonstrate their level of understanding or conflict and get information from the appropriate responses (Rowley, 2014). There was nobody review accessible that was relevant to this exploration for the information required, accordingly extricating a few assertions from various overviews to give another study containing 57 Likert-type articulations. Review explanations were adjusted from the overviews recorded.

Populace Survey members for this exploration study were staff medical attendants and medical caretaker administrators, utilized at a Magnet confirmed, Level II ER situated in Pennsylvania. The forthcoming casing of examining of study members got from the medical clinic populace of 719 staff attendants and medical caretaker administrators. Consideration measures for interest comprised of both male and female staff attendants who had effectively finished medical clinic direction, had worked longer than a half year for the administrator being surveyed, and were not in disciplinary activity. Supervisors of workers units were remembered for the study paying little mind to length of business.

Testing Frame There were around 719 attendants and medical caretaker supervisors utilized in the association where assent had been given to direct this examination. Around 701 attendants and 18 directors were qualified to take an interest. The fitting number of attendants and medical caretaker directors expected to take part in the overview that delivered results at a 95% certainty stretch with a safety buffer of ± 5 was determined.

The aim of this example size was to boost the worth of data accessible from medical attendants who took an interest in the overview (Rose and Bliemer, 2013). To expand the worth of the data every one of the 701 medical caretakers and 18 attendant chiefs were sent a solicitation to take an interest in the study. For this examination, 126 purposive testing was chosen due to the recognizable proof of bunch out of the relative multitude of possible employees utilized in the overviewed association. This sort of testing configuration took into account check that the members met specific measures, members could be designated rapidly. The objective of this examining configuration was not to decide the extents of a specific crowd, yet rather the

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connections between factors being tried. The determination examining is a sort of non-likelihood inspecting that happened, members decided to partake in research voluntarily; that is, the specialist doesn't move toward members straightforwardly (Greenacre, 2016). For this review, a web-based overview was given through the association's interior email framework and all clinical staff medical caretakers and attendant directors were welcome to partake in the exploration. One benefit of self-determination was that members were probably going to participate in the review when they comprehended the significance to the calling. Notwithstanding, this benefit might have likewise filled in as a drawback as the individuals who elected to take an interest had a level of self-choice predisposition. An electronic Internet configuration was utilized for information assortment and a web interface was given to all possible members. Respondents gave educated assent on the primary screen regarding the site page and recognized their assent. Whenever assent was given, the members were coordinated to a connection that opened the study to finish. Members who 127 didn't give agree were coordinated to leave the page. Just finished reviews were considered legitimate for this review. Any inadequate reviews were avoided for the information examination. The utilization of an electronic study offered adaptability, cost investment funds, speed, client solace/kind disposition, and availability over the conventional paper-and-pencil surveys, giving a portion of the upsides of taking on this technique (Piché and Stevenson, 2013). Notwithstanding the danger of homogeneity as for qualities, like age and comparative schooling, the upsides of an online overview configuration far offset the hindrance; subsequently, this methodology was executed. The medical clinic, where the examination started, used an online review device, information framework, giving openness to the study by members through the organization's inward email. Members' reaction information assortment was moved to an Excel accounting page for total investigation.

RESULTS AND DISSCUSSION

This part of research carries results and discussions about the screened data. Results are created on the basis of analysis and given understanding of real observed statements (Statistics and Tables).

4.1. Descriptive Statistics

Descriptive statistics is graphical and numerical presentation of collected data in a very understandable and clear manner. Descriptive statistics handle collected data and present in numerous arrangements like mean, median, mode, minimum, maximum, standard deviation, charts and figures so, in this way it is supportive in description of data.

Demographic Analysis			
		Frequency	Percentage
Gender	Male	250	67%
	Female	120	33%

Age	20-25	100	27%
	25-30	100	27%
	30-35	100	27%
	Above-35	70	18%
Qualification	Below Graduation	100	27%
	Graduation	200	54%
	Masters	70	18%
Income	Up to 50,000	200	54%
	Up to 100,000	120	29%
	Above 100,000	50	14%
Nature of Bank	Private	240	65%
	Public Sector	130	35%
n= 370			

The sample we selected for data collection include 370 responses and after looking at frequency table we can see all values are available and no one is missing. In whole population there is majority of males by 250 and only 120 are females. Above frequency table of age explain from (whole population 370) majority of people 300 have more than 20 ages and few people 70 are more than 36.

In qualification category, majority of respondents' 200 have graduation education and few of respondents' 70 have less than master education. In table of income, majority of people 200 (from whole population 370) have INCOME 50000 and few people have income >100000. In table of nature of bank (A/C), majority of respondents' 240 have A/C in private bank and few respondents' have A/C in public bank.

Outer Loads				
Items	Commitment to growth	Empowerment	Environment of Freedom	Job Satisfaction
CTG 1	0.749			
CTG 2	0.778			
CTG 3	0.752			
CTG 4	0.709			
E1		0.780		

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E2		0.762		
E3		0.728		
E4		0.753		
EF1			0.735	
EF2			0.766	
EF3			0.744	
EF4			0.738	
EF5			0.725	
JS1				0.735
JS2				0.742
JS3				0.788
JS4				0.807

Reliability and validity (both discriminant and convergent) are accessed. The results show that the values are than 0.709. The bench mark for reliability is that the alpha values should higher than 0.7 (Hair et al., 2013).

Outer VIF Values	
Items	VIF
CTG1	1.397
CTG2	1.478
CTG3	1.419
CTG4	1.332
E2	1.476
E3	1.387
E4	1.491
EF1	1.514
EF2	1.590
EF3	1.541
EF4	1.514
EF5	1.488
JS1	1.367
JS2	1.362
JS3	1.822
JS4	1.894
E1	1.506

The findings demonstrated least collinearity in predictors of the structural model, meanwhile values of all variance inflation factor (VIF) are lesser than the threshold value which is 5. All VIF values are lesser than 0.5 shows that there is no problem of multicollinearity (Hair et al., 2011).

Construct Reliability and Validity				
Variable Name	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Commitment to growth	0.736	0.738	0.835	0.559
Empowerment	0.750	0.751	0.842	0.572
Environment of Freedom	0.795	0.796	0.859	0.550
Job Satisfaction	0.768	0.767	0.852	0.591

rhoA is determined by Dijkstra-Henseler. It is accurate and consistent measure of reliability of data as compared with Cronbach's alpha and Composite Reliability. It is used to access the item loaded against variable (Ringle et al., 2017). The values are above 0.5 thus prove the accuracy of the data (Henseler et al., 2016; Henseler, 2017).

Fornell-Larcker Criterion				
Variable Name	Commitment to growth	Empowerment	Environment of Freedom	Job Satisfaction
Commitment to growth	0.747			
Empowerment	0.740	0.756		
Environment of Freedom	0.703	0.675	0.741	
Job Satisfaction	0.730	0.670	0.689	0.769

In this table-4.4 of fornell-larcker display the criterion about discriminant validity. AVE should be larger than squared latent variable correlation and AVE is placed along the diagonal. In this way assumptions supported to the discriminant validity.

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Heterotrait-Monotrait Ratio (HTMT)				
	Commitment to growth	Empowerment	Environment of Freedom	Job Satisfaction
Commitment to growth				
Empowerment	0.694			
Environment of Freedom	0.748	0.765		
Job Satisfaction	0.767	0.712	0.708	

The HTMT results are also calculated. HTMT defines the average correlations of variables. The values are less than 0.85 (Hair et al., 2017; Henseler et al., 2015). The values meet the criteria. HTMT is standard for discriminant validity.

Fit Summary			
	Saturated Model	Estimated Model	Significance
SRMR	0.070	0.070	0.000
d_ ULS	0.746	0.746	0.000
d_ G	0.294	0.294	0.000
Chi-Square	586.505	586.505	0.000
NFI	0.896	0.896	0.000

Vari

ous measures of model fitness are analyzed e.g., SRMR (Standardized root meanssquare residual), NFI (Normalized Fixed Index), and GOF (Goodness of fit). The criteria for SRMR is ≤ 0.08 . The value of SRMR meet the threshold requirement (Hair et al., 2014 & Henseler et al., 2014). The p value is obtained with complete bootstrapping. Moreover, the values of D-ULS and NFI are between 0 and 1. The outcomes model fit show that model is good fit and meets the threshold requirements (Bentler & Bonett, 1980; Dijkstra & Henseler, 2015). Benchmark of GOF is greater than 0.25 so the value of GOF 0.576 is greater than 0.25 which is indication that our model is good fit.

Mean, STDEV, T-Values, P-Values					
Direct Path Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Commitment to growth ->	0.507	0.508	0.041	12.278	0.000

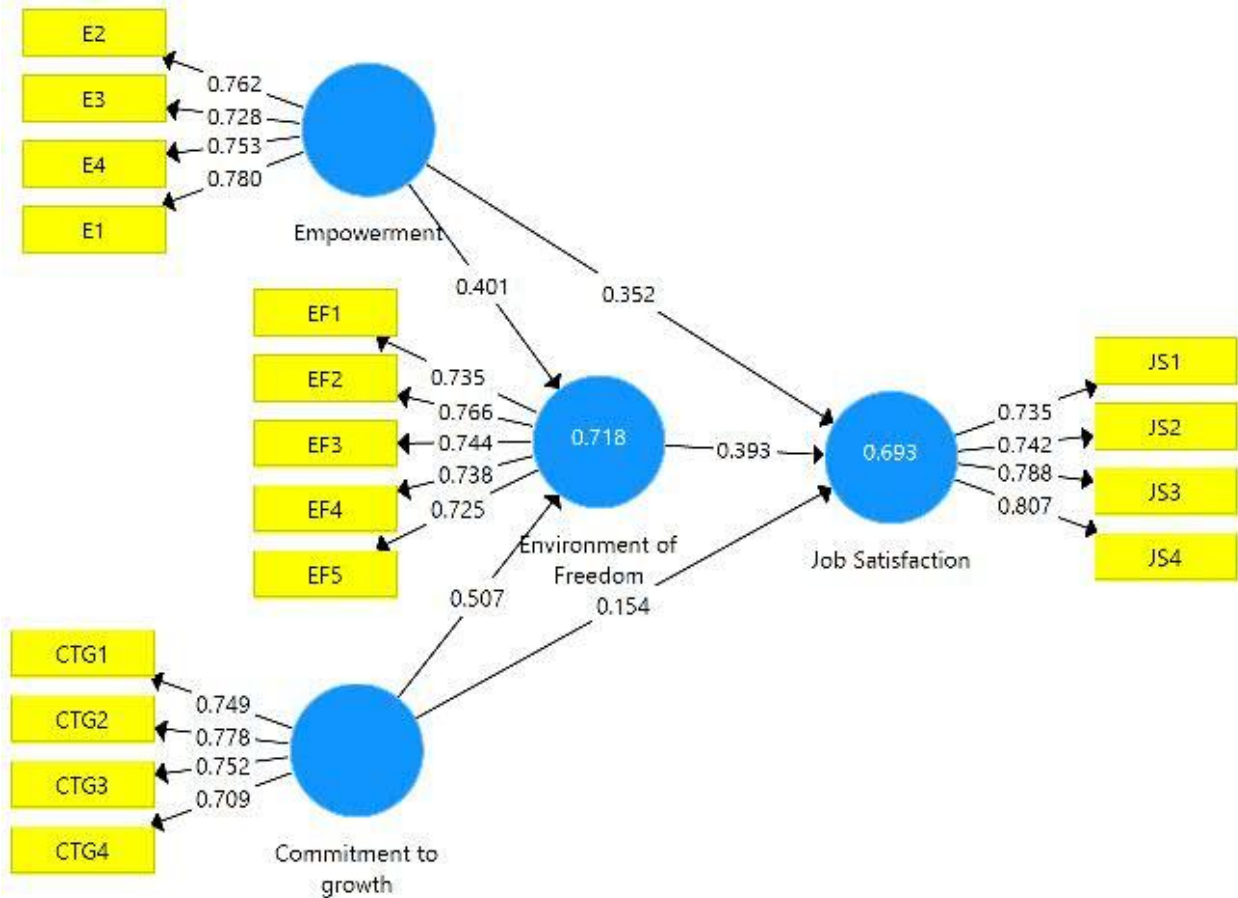
Environment of Freedom					
Commitment to growth -> Job Satisfaction	0.154	0.156	0.052	2.977	0.003
Empowerment -> Environment of Freedom	0.401	0.400	0.040	9.903	0.000
Empowerment -> Job Satisfaction	0.352	0.350	0.057	6.229	0.000
Environment of Freedom -> Job Satisfaction	0.393	0.393	0.058	6.818	0.000

The Path coefficients, t-statistics and p-values shows that there is direct significant relationship among Commitment to growth and Environment of Freedom .The value 0.003shows that there is direct significant positive relationship between Commitment to growth and Job Satisfaction. It is also evident that p value of 0.000 (Empowerment and Environment of Freedom) depicts the significant direct relationship. Similarly, direct significant relationship between Empowerment and Job Satisfaction is found with p value 0.000. Finally, there is direct significant positive relationship betweenEnvironment of Freedom and Job Satisfaction with p value 0.000.

Mean, STDEV, T-Values, P-Values					
Indirect Path Results	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Empowerment -> Environment of Freedom -> Job Satisfaction	0.157	0.157	0.030	5.335	0.000
Commitment to growth -> Environment of Freedom -> Job Satisfaction	0.199	0.200	0.032	6.146	0.000

First, we check the direct effects and results are supportive. In this table, we discuss about indirect effects of exogenous (Independent) and endogenous (Dependant) latent variables (LVs) were explained. The Path coefficients t-statistics and p-values shows that there is a significant positive indirect relationship of the Empowerment with mediates of Environment of Freedom and Job Satisfaction.The Path coefficients t-statistics and p-values shows that there is a significant positive indirect relationship of the Commitment to growth with mediates of Environment of Freedom and Job Satisfaction. For the further details, mediation analysis could also play a significant role in prediction model (Shmueli et al., 2016).

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Discussions on Findings

The first model of worker initiative hypothesis depended on friendly trade hypothesis, which suggested that an association exists in the connection among supporters and their chief (Greenleaf, 1970). Greenleaf (1970) recognized social qualities of tuning in, sympathy, mindfulness, mending, premonition, stewardship, influence, conceptualization, obligation to development, and local area construction, which, when contained by the leader, would establish a climate that prompts individual development, shared trust, and engaging. Extra exploration on workers's job tracked down that correspondence, obligation to development, quietude, and engaging, have establishments in both worker administration and workers practice (Benner, 2004). The discoveries for this review upheld past proof of this hypothesis.

The result of this review distinguished administration practices that resounded with staff nurture by evaluating an increment in job satisfaction and decrease in turnover aim. The outcomes from this review exhibited a moderate relationship between the practices of worker authority (quietude, correspondence, enabling, and responsibility to worker development), job satisfaction and turnover expectation. I additionally saw as a solid relationship between the individual mental condition of commitment reactions of medical attendants (legitimized advancement, feeling

esteemed, a climate of opportunity, an environment of wellbeing), position fulfillment and turnover aim. Also, there is a solid connection between medical caretakers' reactions (unwaveringness/responsibility, independence), job satisfaction, and turnover aim.

In certain fields, particularly those that endeavor to foresee human conduct, may regularly have a low R-squared worth (<50%) In light of the fact that people are more diligently to foresee (Ice, 2013). If the outcomes exhibited a measurably huge indicator and the R- squared was low, an analyst can make important determinations regarding how a change in the indicator esteem relates to an adjustment of reaction esteem (Frost, 2013).

This study contributed to the literature on the impact of servant leadership behaviour on employee job satisfaction and turnover intention,

1. Only self-reported measures were used in data collection. Because it is well-thought-out a disadvantage and a potential threat for validity. The participant provided the self-understanding.
2. The independent variables were measured by the nurses' responses to their questionnaires. These comebacks may have been inclined by job-related factors stressors or constraints that may or may not be representative of the actual.

IMPLICATIONS

It is critical for healthcare organizations to have strong leaders, educators, and practitioners. Nurse administrators are aware of the rapid changes that are occurring and are preparing leaders who are prepared to deal with them. The alterations and results of this study make recommendations to researchers, practitioners, and policymakers. Considerate the benefits of servant leadership is crucial for health-care leaders. Leaders who are servants can create good modification in a health-care organization to fulfil the needs of patients. Nurses are needed, as well as preparing the company for the demands of a constantly changing environment. Through Health-care organizations can benefit from reversing the leadership hierarchy necessary changes to their current health-care practices and leaner operations.

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