The impact of servant leadership dimensions on leader–member exchange among health care professionals

Aim The aim of the current study was to investigate the impact of servant leadership dimensions on leader–member exchange (LMX) among health-care professionals.

Background Leadership support and the quality of the dyadic relationship between the leader and the employee are essential regarding the work environment and turnover intentions in health care.

Method A questionnaire-based cross-sectional study was undertaken at four hospital units in Sweden. The study sample included 240 employees. Results Significant bivariate correlations were found between all servant leadership dimensions and LMX. The strongest correlations were found between ‘humility’ and LMX (r = 0.69, P < 0.001), and ‘empowerment’ and LMX (r = 0.67, P < 0.001). The hierarchical regression analyses indicated that ‘empowerment’, ‘humility’ and ‘stewardship’ explained about 55% of the variance in LMX.

Conclusion In our study servant leadership dimensions were strongly related to LMX.

Implications for nursing management The results identify specific servant leadership dimensions that are likely to be useful for developing a stronger exchange relationship between the leader (e.g. nursing manager) and individual subordinates in health care.

General information
Publication status: Published
Organisations: Department of Management Engineering, Implementation and Performance Management, Nordic School of Public Health NHV, Swerea AB, Sahlgrenska University Hospital
Pages: 228-234
Publication date: 2016
Peer-reviewed: Yes

Publication information
Journal: Journal of Nursing Management
Volume: 24
Issue number: 2
ISSN (Print): 0966-0429
Ratings:
BFI (2016): BFI-level 1
Scopus rating (2016): CiteScore 2.05 SJR 1.008 SNIP 1.475
Web of Science (2016): Impact factor 1.905
Web of Science (2016): Indexed yes
Original language: English
Keywords: Health care, Leader–member exchange, Leadership, Servant leadership, Social exchange
DOIs: 10.1111/jonm.12304
Source: PublicationPreSubmission
Source-ID: 107920018
Research output: Contribution to journal › Journal article – Annual report year: 2015 › Research › peer-review