



EXPLORING THE INTERVENING ROLE OF AUTONOMY, COMPETENCY, RELATEDNESS SATISFACTION AND PROACTIVE PERSONALITY IN THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND JOB OUTCOMES

**NAVEED MUSHTAQ¹, SADAF GULZAR², ATTA ULLAH KHAN³, MUHAMMAD KASHEER⁴
MOHSIN ALTAF⁵**

ABSTRACT

This study has investigated the impact of multi dimensions namely emotional healing, altruistic calling, wisdom, stewardship and empowerment dimension of servant leadership on psychological needs namely for autonomy, competency and relatedness needs satisfaction, further explored the answers to the questions regarding the concern and care of servant leaders towards their followers, its influence on employee in role performance and OCBO in organizations. The sample of 200 dyads of employee-supervisor from service sector of Pakistan was selected. SEM modeling results showed that servant leadership dimension of empowerment, stewardship, altruism, wisdom and emotional healing have positive impact on psychological needs satisfaction. Autonomy need satisfaction was mediated the impact of servant leadership dimensions on employee in role performance, organizational citizenship behavior, while Competency need satisfaction was mediated the impact of servant leadership dimensions on employee performance. Relatedness need satisfaction was mediated the impact of servant leadership dimensions on OCBO. Secondly the role of proactive personality as a moderator in the current study has been proven to be significant, in the relationship between the psychological needs and outcome variables (employee in role performance and organizational citizenship behavior

Keywords: servant leadership, autonomy need satisfaction, relatedness need satisfaction, competency need satisfaction, proactive personality, organizational citizenship behavior, perceived in role performance.

JEL Codes: J5, J22

I. INTRODUCTION

Leadership has constantly remained the most trial subject for researchers (Shahzad, Rizvi et al. 2013). Most recently, a fast-growing leadership style namely servant leadership (Spears, 1998) is are regarded as character-driven people who are executors and process managed (Yildiz and Yildiz, 2016). According to (Page and Wong, 2000) a servant leader is "a leader whose essential part to drive is to serve others by placing assets into their change and thriving for the upside of satisfying assignments and targets for the advantage of everybody." While in servant leader driven perspectives, SL is portrayed by leaders on serving supporters which propel the follower' advancement and need satisfaction through good points of view and means (Greenleaf 1970). As indicated by (Liden, R. C., Wayne, S.J., Zhao, H., & Henderson, D. 2008). In the light of the importance given to servant leadership, the basic premise of current study is whether there exists a relationship between servant leadership dimensions and different job outcome variables.

This present research work would fill ups the gap in literature by exploring the intervening impacts of three fundamental psychological requisites between servant leadership and employee performance. Furthermore, current study aspires to contribute to the SDT past literature by thriving one of the primary theoretical assumptions, that is satisfaction of each one of the three psychological needs, that are autonomy, relatedness and competence, contain unique and divergent powers to explain them while intercepting the three individual performance consequences, termed as OCB-I, task performance and OCBE-O. In addition,

¹ Noon Business School, University of Sargodha, Pakistan.

² Noon Business School, University of Sargodha, Pakistan.

³ Hamdard Institute of Management Sciences, Hamdard University Islamabad.

⁴ Bahria Business School, Bahria University, Islamabad.

⁵ Lahore Business School, The University of Lahore, Lahore.

the present study empirically supports the literature of job performance by clearly distinguishing the task performance and the OCBs. The study also adds up to the theocratical development by incorporating the Servant leadership in the SDT and overall performance literature, assisting servant leadership to occupy legitimacy as a related and crucial leadership theory. In addition, this study is useful for the manager intend to be extravagant servant leaders, by providing a practically implacable linkage between servant leadership and the performance outcomes by followers need satisfaction.

II. LITERATURE REVIEW

II.I. WORK RELATED BASIC PSYCHOLOGICAL NEEDS

SDT sets three basic psychological needs: autonomy, competency, and relatedness, describe needs as comprehensive necessities which are not judged by the level of their outcomes yet rather by how much a social circumstance fulfills the requirements (Gagné and Deci 2005). A requirement for relatedness is satisfied when an individual feels a doubt that all is well and great, association, having a place and a level of closeness with noteworthy others in dyadic sets and get-togethers (Deci and Ryan, 2000). In this research we profess that the servant leaders can predict the SDT's three visible core psychological needs by focusing distinctively on meeting the follower's needs and naturally contributes to fulfill them. A study performed by Baard et al. (2004) on investment banking, indicated that the employees experience greater basic psychological need satisfaction as well as higher work engagement level if the manager is supportive for them. Taking an initiative on one's own and considering the available choices is hooked with the satisfaction of the need for autonomy relevant to the experience (Ryan & Deci, 2002). For the intrinsic motivation to begin, the need for autonomy is the core salient need and required to be fulfilled (Gagné & Deci, 2005). (Liden et al. 2008) suggested that these actions should be initiated and regulated within the empowerment facets of the servant leadership model. Servant leaders empower the followers to be creative, responsible, able to encounter difficult situation in their unique ways, and to satisfy their appetite for autonomy. Along with the above fact, Liden et al. (2008) claim, in the context of serving, developing and success of subordinates as facets of the servant leadership model, (Chiniara, & Bentein 2016) that the servant leaders needs to identify exactly regarding the professional success of subordinates, cultivate better prospects for them, create new skills and improve old ones, and provide assistance to them in accomplishing their desired goals. According to Hu and Liden (2011) when leaders pay special attention to the growth and prosperity of their juniors, it creates a positive image of the leader.

Work related requests and rules are dependent on experience satisfaction of relatedness for internalization (Gagné & Deci, 2005). The theory proposes that this internalization process will likely be transpire in the contexts characterized by secure relatedness (Deci & Ryan, 2000). Resulting a psychologically safe and equitable climate (Schaubroeck , 2006). Servant leaders accordingly helps followers to fulfill their need for relatedness. So, we postulate:

Hypothesis1- Hypothesis H4: Emotional Healing, Wisdom, Empowerment, Altruistic calling, and Organizational Stewardship significantly positively associated with need satisfaction respectively.

Note: Need Satisfaction includes (autonomy, competency and relatedness need satisfaction)

II.II. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In the point of view of (Hoffman, Blair et al. 2007) organizational citizenship behavior (OCB) is business related direct focused on individuals and the affiliation all things considered outside the scope of traditional occupation clarifications (in-part conduct) and specialist progressive reward structures that, as a rule, backings and advances the beneficial and suitable working of the association.

The term Organizational Citizenship Behavior (OCBO) is anything positive, enabling and practical which laborers show at their own will, supports accomplices and favorable circumstances the general benefit of an association (Organ, 1988).

Organizational citizenship behavior is not all the time formally perceived or compensated by the affiliation and thoughts like collaboration or kind aura are moreover difficult to gauge (Podsakoff, MacKenzie et al. 2000). The typical instances of OCBO join showing uplifting aura, offering to help an apprentice get settled with his/her occupation at the working environment, partner who may be under pushed in view of deadlines, and authoritative related works, for example, working for partners and after some time without desire of reward.

So in like manner consider operators who are strong with their boss/chiefs, willing to make penances, are set up to arrange and are less requesting to work with – these practices are altogether included inside OCBO.

Hypotheses 6: (a) Autonomy need satisfaction mediates between emotional healing and employee in role performance.

Hypothesis 6 (b) Autonomy need satisfaction mediates between emotional healing and organizational citizenship behavior.

Hypotheses 7: (a) Autonomy need satisfaction mediates the relationship between altruistic calling and employee in role performance.

Hypothesis 7(b): Autonomy need satisfaction mediates the relationship between altruistic calling with organizational citizenship behavior.

Hypotheses 8 (a): Autonomy need satisfaction mediates the relationship between empowerment and employee in role performance.

Hypothesis 8(b) Autonomy need satisfaction mediates between empowerment and organizational citizenship behavior.

Hypotheses 9: (a) Autonomy need satisfaction mediates the relationship between stewardship and employee in role performance.

Hypothesis 9(b) Autonomy need satisfaction mediates the relationship between stewardship with organizational citizenship behavior.

Hypotheses 10: (a) Autonomy needs satisfaction mediates between the relationship of wisdom and employee in role performance.

Hypothesis 10(b) Autonomy needs satisfaction mediates between the relationship of wisdom and organizational citizenship behavior.

Hypothesis 11: competency need satisfaction mediates between the relationship of emotional healing and employee in role performance.

Hypothesis 12: competency need satisfaction mediates between the relationship of altruistic calling and employee in role performance.

Hypothesis 13: competency need satisfaction mediates between the relationship of empowerment and employee in role performance.

Hypothesis 14: competency need satisfaction mediates between the relationship of stewardship and employee in role performance.

Hypothesis 15: competency need satisfaction mediates between the relationship of wisdom and employee in role performance.

Hypothesis 16: relatedness need satisfaction mediates between the relationship of emotional healing and organizational citizenship behavior.

Hypothesis 17: relatedness need satisfaction mediates between the relationship of altruistic calling and organizational citizenship behavior.

Hypothesis 18: relatedness need satisfaction mediates between the relationship of empowerment and organizational citizenship behavior.

Hypothesis 19: relatedness need satisfaction mediates the relationship between stewardship and organizational citizenship behavior.

Hypothesis 20: relatedness need satisfaction mediates between the relationship of wisdom and organizational citizenship behavior.

Hypothesis 21(a): Autonomy need satisfaction has significant positive impact on Employee task performance.

Hypothesis 21(b): Autonomy need satisfaction has positive impact on OCBO.

Hypothesis 22: competency need satisfaction has significant positive impact employee task performance PIRP.

Hypothesis 23: Relatedness need satisfaction has significant positive impact on OCBO.

II.III. PROACTIVE PERSONALITY

(Bateman and Crant, 1993) suggested that proactive individuals will utilize issue centered procedures for adapting to distressing requests. Likewise, (Parker and Sprigg, 1999) recommended that proactive individuals will probably participate in dynamic adapting, which is the "endeavor to deal with issues at work by subjectively breaking down the circumstance as well as by solid activity keeping in mind the end goal to take care of or beat the issue". proposed that foresighted people will use problem focused strategies for coping with stressful demands.

Proactive personality is connected with an individual's affinity to search out data and openings while keeping up a self-beginning style for their work exercises (Crant,2000). Proactive people make a move to enhance, as opposed to adjust to circumstances as they happen (Crant, 2000). (Hammer, Kossek et al. 2008) recommend proactive people will bend over backward to either adjust nature with the goal that it suits them, or locate another environment that is all the more satisfying when they end up in a

circumstance that is disappointing to them. Proactivity is relied upon to be identified with occupation execution since it speaks to individual practices that are essential components for achieving business related assignments.

Hypothesis 24(a): proactive personality moderates the relationship between autonomy need satisfaction and PIRP.

Hypothesis 24(b): proactive personality moderates the relationship between autonomy need satisfaction and OCBO.

Hypothesis 25: proactive personality moderates the relationship between competency need satisfaction and PIRP.

Hypothesis 26: proactive personality moderates the relationship between relatedness need satisfaction and OCBO.

III. RESEARCH METHODOLOGY

The questionnaires were distributed to both male and female employees and supervisors. Respondents consisted of 120 male employees (60%), 80 female employees (40%), 50 male supervisors and 25 female supervisors. Out of 300 questionnaires sent, 200 employees' questionnaires and 200 complete sets of employee supervisor dyads were received. The response rate was 70% and 66.6% respectively.

IV. RESULTS OF THE STUDY

IV.I. OUTER MODEL ASSESSMENT

To assess for validity and reliability of latent variables, measurement model was evaluated. Confirmatory factor analysis was run by using principal components to extract factors. CFA was performed to confirm for discriminant and convergent validity. The loadings of all indicators respective to their latent variables should be greater than 0.50 (Hair et al., 1992) and they should be significant at least at the 0.05 level (Fornell and Larcker, 1981) the indicators not meeting the criteria was removed Table 4.1 shows loadings. As latent variables re supposed to be correlated with each other so this kind of rotation is used in SEM (Kline, 2005; Schumacker and Lomax, 2004). In our study all the standardized loadings were significant at $P=0.001$. They ranged from 0.589 to 0.869. These results show that our instrument has acceptable convergent validity (Hair et al., 2010).

Table.4.1
Combined loadings and cross-loadings for latent variables (for convergent validity)

	SL-EH	SL-A	SL-	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO
	EM									
SL_EH1	0.798									
SL_EH3	0.869									
SL_EH4	0.640									
SL_A22		0.789								
SL_A23		0.811								
SL_A24		0.728								
SL_A26		0.566								
SL_EM14			0.650							
SL_EM15			0.771							
SL_EM16			0.787							
SL_EM17			0.690							
SL_S6				0.763						
SL_S7				0.797						
SL_S8				0.730						
SL_S9				0.562						
SL_W10					0.732					
SL_W11					0.679					
SL_W12					0.861					

SL_W13	0.740	
WANS_14	0.541	
WANS_15	0.803	
WANS_16	0.858	
WANS_17	0.744	
WANS_18	0.560	
WCNS_8		0.588
WCNS_10		0.778
WCNS_11		0.776
WCNS_12		0.673
WRNS_1		
WRNS_2		0.825
WRNS_3		0.679
WRNS_4		0.590
PIRP_01		0.724
PIRP_02		0.705
PIRP_03		0.783
PIRP_04		0.718
PIRP_05		0.730
OCBO_01		0.759
OCBO_03		0.721
OCBO_04		0.764
OCBO_05		0.623
OCBO_06		0.703

Notes: Loadings shown above are unrotated.

To check for reliability, discriminant and predictive validity and overall collinearity of measurement instruments, different estimates are given. The predictive validity in each of the latent variables reflects through Q-squared coefficients. Composite reliability and Cronbach's alpha are given in order to test reliability. Average variance extracted (AVE) and full collinearity variance inflation factor (VIF) are given to evaluate the validity and overall collinearity respectively. Q-squared coefficients are provided for only those latent variables that are endogenous whereas; AVE, full collinearity VIF, Composite reliability and Cronbach's alpha are given for all latent variables. Table 4.2 and Table 4.3 shows that for all the latent variables, CR and CA were above the threshold stated.

Table 4.2
Cronbach's alpha coefficients

SL-EH	SL-A	SL-EM	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO	
0.660	0.700	0.700		0.681	0.746	0.746	0.664	0.674	0.784	0.760

Table 4.3
Composite reliability coefficients

SL-EH	SL-A	SL-EM	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO	
0.816	0.817	0.817		0.808	0.841	0.833	0.799	0.804	0.853	0.839

AVE is usually used in assessing discriminant validity than for convergent validity. The acceptable threshold for assessing convergent validity by means of AVE is 0.5 (Fornell & Larcker, 1981), which exists for the scales used in the study.

Table 4.4
Average variances extracted

SL-EH	SL-A	SL-EM	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO
0.601	0.532	0.528	0.516	0.571	0.508	0.501	0.510	0.536	0.512

The table below shows that for the given model, values of full collinearity VIF for all the latent variables are below 3.3 (Kock and Lynn, 2012), proving that there is no multicollinearity and common method bias in the model.

Table 4.5
Multi-collinearity VIFs

SL-EH	SL-A	SL-EM	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO
1.372	1.115	1.258	1.636	1.703	1.594	1.598	1.403	1.558	1.597

A suggested threshold for Q-squared coefficients is greater than 0 (Geisser, 1974). For the given model, the table below shows that the values are in acceptable range. Hence it is proved that the model has predictive validity.

Table 4.6
Q-squared coefficients

SL-EH	SL-A	SL-EM	SL-S	SL-W	WANS	WCNS	WRNS	PIRP	OCBO
					0.386	0.322	0.236	0.263	0.067

To demonstrate that the measurement instrument has good discriminant validity, we used Fornell and Larcker (1981) recommended criteria. The square root of the AVEs for each latent variable is higher than any of the values above or below them, so it was concluded that the given model has discriminant validity.

IV.II. STRUCTURAL MODEL

In order to check the strength and statistical importance of the relationships among latent variables, structural model was used. The given model was assessed by using a multivariate technique based on latent variables known as variance based structural equation modeling (SEM). It at the same time enables to estimate structural and measurement models under nonparametric assumptions (Chin, 1998; Lohmoller, 1989). In order to assess the structural and measurement model, the current study used WarpPLS 5 (Lock, 2010, 2011).

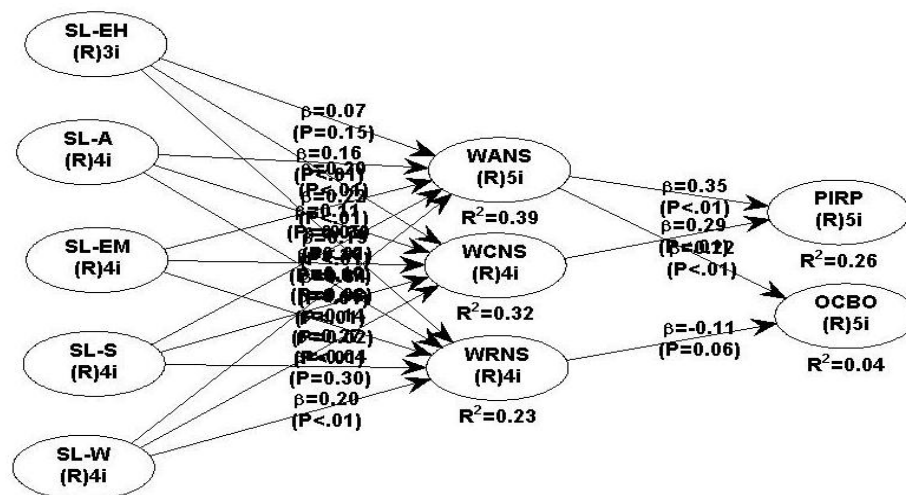


Figure 4.1
Structural Model

IV.III. MODEL FIT AND QUALITY INDICES

Table 4.8
Model fit and quality indices

Average path coefficient (APC)	0.188, P=0.002
Average R-squared (ARS)	0.245, P<0.001
Average adjusted R-squared (AARS)	0.231, P<0.001
Average block VIF (AVIF)	1.154, acceptable if ≤ 5 , ideally ≤ 3.3
Average full collinearity VIF (AFVIF)	1.483, acceptable if ≤ 5 , ideally ≤ 3.3
Tenenhaus GoF (GoF)	0.361, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
Sympson's paradox ratio (SPR)	0.895, acceptable if ≥ 0.7 , ideally = 1
R-squared contribution ratio (RSCR)	0.983, acceptable if ≥ 0.9 , ideally = 1
Statistical suppression ratio (SSR)	1.000, acceptable if ≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	0.921, acceptable if ≥ 0.7

The above table clearly shows the acceptable ranges and the outcomes of the current study. It is evident that all quality indices are meet and model is fit for further analysis.

IV.III. RESULTS OF INFERENTIAL STATISTICS (HYPOTHESIS TESTING)

The figure below shows the results of SEM analysis. Each hypothesis shows latent variable-pair association in the model. Beta values are path coefficients which explain the power of the relationship in the model. P-values show the significance level of b-values and represent whether the proposed link is statistically significant or not. The significant p-values are .001(99.9%), .01 (99%) , .05(95%) and 0.1(10%). The rest of the p-values are statistically non-significant. R-squared values show the amount of variance explained by the exogenous variables in the model. The detail of results is shown in the Table below. Indirect effects or simple mediations were analyzed by the procedure outlined by Kock (2014). The significance of mediating effects was found by utilizing the path coefficients (a & b) and their standard errors generated by WarpPLS 5.0 (Kock, 2014).

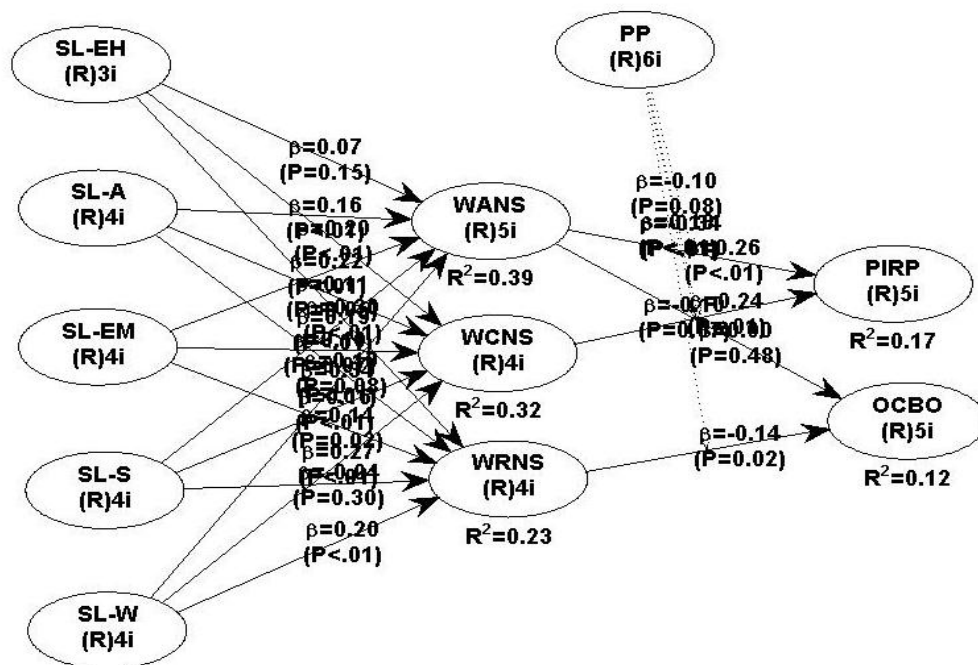


Figure 4.2
Results of inferential statistics

Direct effect	Hypothesis	Estimate	p-value	Result
SL-EH → WANS	H1a	0.072	0.151	Accepted
SL-EH → WCNS	H1b	0.205	0.001	Accepted
SL-EH → WRNS	H1c	0.296	P<0.001	Accepted
SL-A → WANS	H2a	0.162	0.009	Accepted
SL-A → WCNS	H2b	0.114	0.051	Accepted
SL-A → WRNS	H2c	0.099	0.078	Accepted
SL-EM → WANS	H3a	0.216	P<0.001	Accepted
SL-EM → WCNS	H3b	0.104	0.067	Accepted
SL-EM → WRNS	H3c	0.141	0.021	Accepted
SL-S → WANS	H4a	0.187	0.003	Accepted
SL-S → WCNS	H4b	0.161	0.010	Accepted
SL-S → WRNS	H4c	-0.037	0.299	Rejected
SL-W → WANS	H5a	0.336	P<0.001	Accepted
SL-W → WCNS	H5b	0.271	P<0.001	Accepted
SL-W → WRNS	H5c	0.201	0.002	Accepted
WANS → PIRP	H21	0.348	P<0.001	Accepted
WANS → OCBO	H21b	0.217	P<0.001	Accepted
WCNS → PIRP	H22	0.290	0.001	Accepted
WRNS → OCBO	H23	-0.060	0.060	Accepted
Indirect effect	Hypothesis	Estimate	p-value	Result
SL-EH → WANS → PIRP	H6a	0.031	0.267	Rejected
SL-E → WANS → OCBO	H6b	0.017	0.366	Rejected
SL-A → WANS → PIRP	H7a	0.070	0.080	Accepted
SL-A → WANS → OCBO	H7b	0.038	0.220	Rejected
SL-EM → WANS → PIRP	H8a	0.093	0.030	Accepted
SL-EM → WANS → OCBO	H8b	0.051	0.150	Accepted
SL-S → WANS → PIRP	H9a	0.080	0.052	Accepted
SL-S → WANS → OCBO	H9b	0.040	0.1	Accepted
SL-W → WANS → PIRP	H10a	0.144	0.002	Accepted

SL-W→WANS→OCBO	H10b	0.080	0.054	Accepted
SL-EH→WCNS→PIRP	H11	0.080	0.054	Accepted
SL-A→WCNS→PIRP	H12	0.044	0.1	Accepted
SL-EM→WCNS→PIRP	H13	0.040	0.208	Rejected
SL-S→WCNS→PIRP	H14	0.063	0.103	Accepted
SL-W→WCNS→PIRP	H15	0.105	0.016	Accepted
SL-EH→WRNS→OCBO	H16	0.044	0.189	Accepted
SL-A→WRNS→OCBO	H17	0.015	0.385	Rejected
SL-EM→WRNS→OCBO	H18	0.021	0.338	Rejected
SL-S→WRNS→OCBO	H19	0.005	0.456	Rejected
SL-W→WRNS→OCBO	H20	0.030	0.275	Rejected
WANS→PP→PIRP	H24a	0.096	0.083	Accepted
WANS→PP→OCBO	H24b	0.344	P<.001	Accepted
WCNS→PP→PIRP	H25	0.181	0.004	Accepted
WRNS→PP→OCBO	H26	0.101	0.073	Accepted

Note: N = 200. Estimates (betas) are reported above along with their p-values where $p < .001$; $p < .01$; $p < .05$; and $p < .10$ show significance level.

IV.IV. MODERATOR RESULTS

IV.IV.I. MODERATION OF PROACTIVE PERSONALITY BETWEEN RELATIONSHIPS OF AUTONOMY NEEDS SATISFACTION WITH EMPLOYEE IN ROLE PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:

The results predicted that proactive personality (PP) was significantly moderated the relationship between autonomy need satisfaction and employee perceived in role performance as P value is 0.083, $\beta = -0.096$ and its effect size for path coefficient was 0.037 so hypothesis 24_(a) was supported. In the model it is proposed that proactive personality PP moderated the relationship between autonomy need satisfaction WANS and OCBO organizational citizenship behavior. The results show that it was significantly moderated the relationship between WANS and OCBO as ($p < 0.001$, $\beta = -0.344$) and effect size was 0.119. So, hypothesis 24_(b) was supported.

IV.IV.II. MODERATION OF PROACTIVE PERSONALITY BETWEEN THE RELATIONSHIP OF COMPETENCY NEED SATISFACTION WITH EMPLOYEE IN ROLE PERFORMANCE.

In the research model proactive personality was shown as moderator between the relationship of competency need satisfaction and employee perceived in role performance. The results predicted that it was positively and significantly moderated the relationship between WCNS and PIRP as level of significance was $P = 0.004$, $\beta = 0.181$ and its effect size was 0.073. So, hypothesis 25 was supported strongly.

IV.IV.III. MODERATION OF PROACTIVE PERSONALITY BETWEEN THE RELATIONSHIPS OF RELATEDNESS NEEDS SATISFACTION WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR.

In the model proactive personality PP was shown as a moderator between relatedness need satisfaction and Organizational citizenship behavior OCBO. The results predicted that it was significantly but negatively moderated the relationship between relatedness need satisfaction and OCBO as the significance level was $P = 0.073$, $\beta = -0.101$ with effect size 0.017. So, the hypothesis 26 that PP positively and significantly moderates the relationship between WRNS and OCBO was supported.

IV.IV.IV. GRAPHICAL REPRESENTATION OF MODERATION

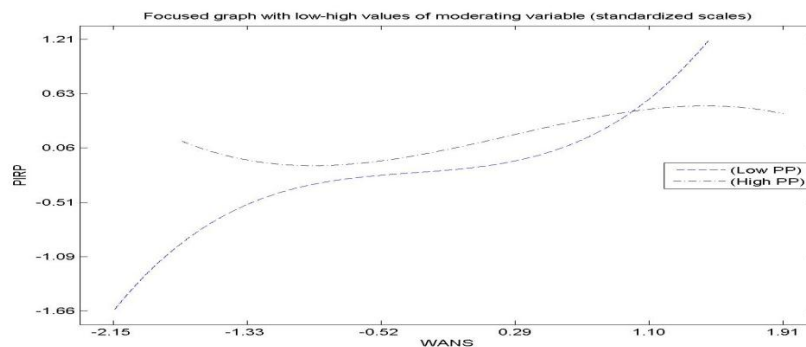


Figure 4.3
Moderating effect of proactive personality on the relationship between autonomy needs satisfaction and employee performance

figure 4.3 shows that autonomy need satisfaction increase employee in role performance and when moderator proactive personality use and its high so it will decrease the impact of WANS on PIRP at a stage but when it is low it will increase the relationship.

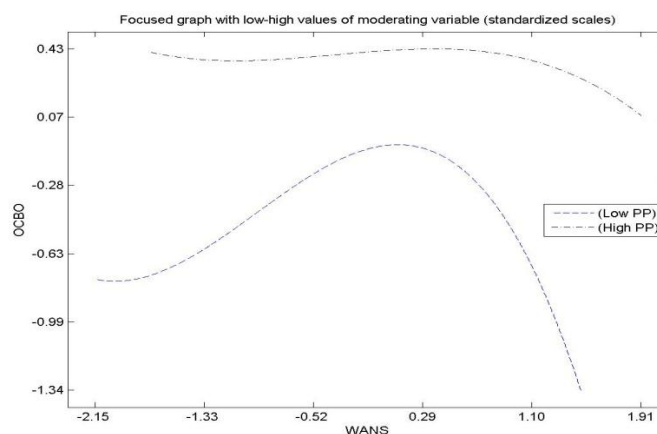


Figure 4.4.
Moderating effect of proactive personality on the relationship between autonomy need satisfaction and OCBO

Figure 4.4 shows that when the moderator is used firstly it will increase the relationship between WANS and OCBO but after some time a level come when it starts decreasing the positive relationship of autonomy need and OCBO when PP is low then high.

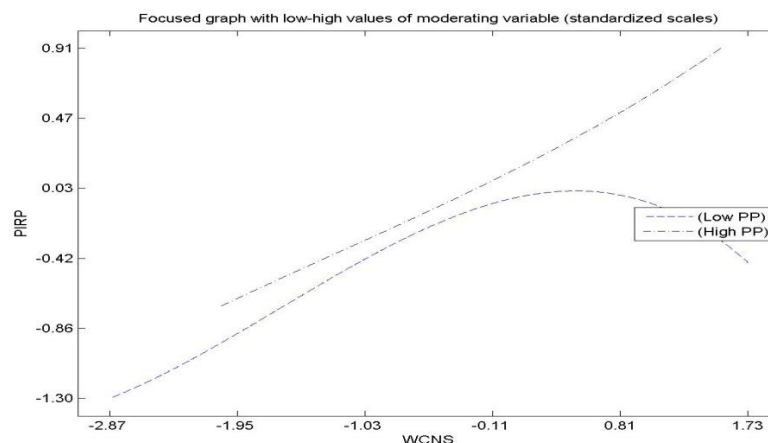


Figure 4.5

Moderating effect of proactive personality on the relationship between competency need satisfaction and employee performance

Figure 4.5 shows that the moderator proactive personality positively and significantly affect the relationship of competency need satisfaction and employee in role performance when it is high than low.

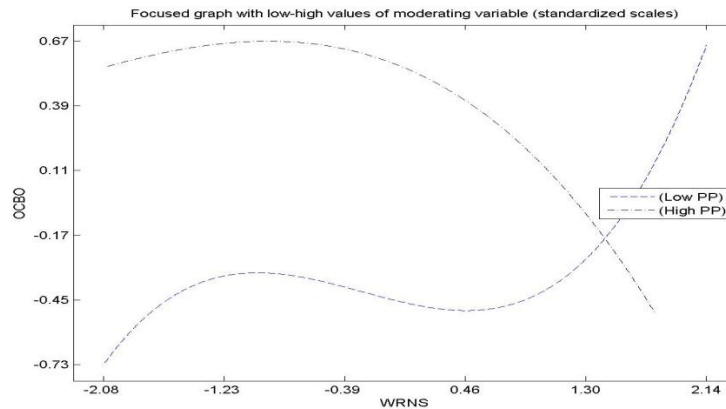


Figure 4.6
Moderating effect of proactive personality on the relationship between relatedness need satisfaction and organizational citizenship behavior.

Figure 4.6 shows that the moderator proactive personality significantly affect the relationship between relatedness need satisfaction and OCBO.it will increase the positive relationship when it is low than high.

V.DISCUSSION

V.I. SERVANT LEADERSHIP DIMENSIONS AND WORK RELATED BASIC PSYCHOLOGICAL NEED SATISFACTIO

The results of this study show that servant leadership dimensions have significant and positive impact on psychological need satisfaction. Previous studies also indicated that servant leadership impact on outcomes (employee performance, OCBO) increased due to meditating role of psychological needs. The outcomes show that the psychological needs intervened the relationship between servant leadership and individual performance. (Mayer, 2010).

V.II. WORK RELATED PSYCHOLOGICAL NEEDS AND JOB OUTCOMES (EMPLOYEE PERFORMANCE, OCBO)

The both outcomes included in this study predicted by autonomy need satisfaction while other two needs predicted one of the two outcomes such as competency need satisfaction predicted employee performance while relatedness need predicted the organizational citizenship behavior. All three psychological needs show direct positive and significant impact on job outcomes. SDT suggest that the autonomy need satisfaction is most striking and the most capable of the three psychological needs. It is also a need for command, how much employees will place themselves in assignments and work parts (Deci, 2006).

V.III. PSYCHOLOGICAL NEEDS AS MEDIATORS

Interestingly, we found that the three basic psychological needs intervene the relationship between servant leadership dimensions and outcomes. To begin with, as proposed, we found that servant leader take part in increasing employee performance by fulfilling employee psychological need for autonomy and competency, since servant leaders organize follower’s advancement, development and achievement, and effectively urge and empower them to go up against new duties, grow new abilities, take activities and handle troublesome circumstances all alone. Second, as conjectured, encouraging subordinates by fulfillment of three psychological needs servant leaders can expand OCBO in their work settings. Relatedness need satisfaction as mediator in our study mostly show insignificant impact. Direct relationship of wisdom and PIRP was negative but by introducing mediator relatedness need satisfaction in this study this relationship become positive.

V.IV. PROACTIVE PERSONALITY AS A MODERATOR

In the study proactive personality taken as a moderator, proactive personality has strong impact on psychological needs and job outcomes. The high and low value of proactive personality in the people of organization show significant impact on job outcomes. This study clarify that the role of proactive personality is important regarding the performance in the organization.

VI. CONTRIBUTIONS OF THIS RESEARCH

VII. THEORETICAL & PRACTICAL IMPLICATIONS

After reading the meta-analysis of servant leadership (Gagne & Deci, 200) and its association with job outcomes, we have come to know that just a couple of researchers has concentrated on process variables (mediating and moderating) that can play a role in this relationship. So, this study has remarkable qualities because of incorporation of mediating (work related basic psychological needs) and moderating (proactive personality) variables between servant leadership dimensions and job outcomes (PIRP, OCBO). The outcome of this study makes a strong commitment towards organizational field since it provides a conception on the mechanism through which organizations can achieve higher success rate, if the leaders exercise servant leadership practices and organization give key posts to people having such qualities.

VIII. Limitations and Recommendations for Future Research

The servant leadership and psychological needs ratings were evaluated by employees so this thing suggested a potential common method bias, so in future the data might gathered from team members to avoid common method bias. Besides this, the current research study is cross sectional, in future longitudinal study might be planned in order to assess and measure the progress of satisfaction of follower's basic psychological needs.

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