Prioritizing those who follow: How do Transformational leadership and Servant leadership stimulate on employee outcomes? Using Self-determination Theory

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Abstract

In this modern era of business and competition, no organization can achieve its organizational goals and objectives or success without the role of leaders. Transformational and Servant leadership play an important role in enhancing employee outcomes like engagement, task performance and organizational citizenship behaviour. The current study put forward a theoretical framework and core effect of transformational and Servant leadership on different employee outcomes. We also consider the mediating role of dimensions of self-determination theory. The collection questionnaire method and a non-probability convenient sampling technique were used for data collection. During two and half months, we distributed 540 questionnaires and received 372 questionnaires properly filled. After applying statistical tests using SPSS and Amos, we find that transformational leadership and servant leadership increase employee engagement, task performance and organizational citizenship behaviour. And for leaders, employees' psychological needs (autonomy, competence and relatedness) must be fulfilled because psychological needs (autonomy, competence and relatedness) significantly affect transformational leadership, Servant leadership and employee outcomes such as employee engagement, task performance and organizational citizenship behaviour.

Keywords: *Transformational Leadership, Servant Leadership, Self-determination theory, Organizational Citizenship Behavior (OCB) and Employee Engagement.*

Introduction

Leaders play an important role in the success of any organization. Leaders give directions and motivate people to achieve organization goals. Leaders not try to achieve organizational goals through people but also develop people. Researchers have explored different leadership styles and theories of leadership, but it is still an exploring topic (Appelbaum, Degbe, MacDonald, & Nguyen-Quang, 2015). Transformational leadership is a leadership style where a leader works with followers to identify needed change and motivate and implement change with the help of committed followers. Transformational leadership helps to raise the morale, motivation and performance of followers. (James V. Downton; James MacGregor Burns) introduced the concept of transformational leadership, further enhanced or developed. Through their vision and personality, transformational leaders inspire or motivate their followers (Clarke, 2013). Servant leadership refers to where a leader prefers the interests of others rather than his claim. Servant leader helps to develop people. According to Robert, followers' growth and well-being are Servant leaders' primary concerns. Servant leaders consider the needs of others, help them and support them to achieve their goals and objectives. Servant leaders inspire and motivate their followers to raise their morale and involve them in decision-making to develop a sense of their worth in the organization (Choudhary, Akhtar, & Zaheer, 2013).

Self-determination theory is a theory of human motivation and development. Self-determination theory describes natural human trends towards their product or growth and natural tendencies to fulfilment their basic needs. Edward L. Deci and Richard M. Ryan developed the self-determination theory. Self-determination theory explains the sources of human motivation, like intrinsic and extrinsic, and their role in human reason. Self-determination theory explains three basic human needs (1) autonomy needs satisfaction, (2) competence needs satisfaction (3) relatedness needs satisfaction (Ryan, Huta, & Deci, 2013). Autonomy needs satisfaction explains that every human has a right to think and do freely (Bidee et al., 2013). Competence needs satisfaction describes that every human can freely develop and maintain relations with others and show his capabilities or strengths to others (Fernet, Austin, Trépanier, & Dussault, 2013). Relatedness needs satisfaction can be defined as how every human can develop close relationships with others (Chen et al., 2015). Leaders in organizations inspire or motivate people to work for the best of the organizations. Leaders encourage people to work for the organizations through intrinsic and extrinsic sources of

motivation (Buble, Juras, & Matić, 2014). Social exchange theory is a theory of management which describes that every person receiving anything from another person has a liability to repay (Ko & Hur, 2014). Keeping this in mind, leaders fulfil the needs (autonomy, competence and relatedness) of employees so that employees achieve the best for the organization in return.

Employee engagement can be defined as employee behaviour and attitude towards organization. Employee engagement refers to an employee's emotional attachment and enthusiasm towards his role and position in the organization. Employee engagement means that employees are fully physically and emotionally attached to work, are committed to working for the organisation, and are motivated to serve organization; a sense of Employee engagement increases the organisation's productivity. It enhances employees' productivity and performance (Menguc, Auh, Fisher, & Haddad, 2013). Task performance refers to creating goods and services or activities that support the organisation's core functions. Task performance can enhance the productivity of an organization. It is said that task performance depends upon the mood of the employees. When they have a positive attitude, they perform well and deal well with customers, which ultimately increases or enhances the organisation's productivity (Leppink, Paas, Van Gog, van Der Vleuten, & Van Merrienboer, 2014). Organization citizenship behavior refers to efforts by employees that are not part of their duties that contribute to the organisation's success. Researchers explored the five dimensions of organizational citizenship behaviour (1) Altruism, (2) Courtesy, (3) Conscientiousness, (4) Civic virtue (5) Sportsmanship. Organizational citizenship behavior can increase an individual employee's productivity and an organisation's productivity (Zhao, Peng, & Chen, 2014).

These leaders motivate followers to work for the survival and success of the organization. Servant leaders and transformational leaders help the organization increase employee outcomes. Social exchange theory explains that if a person receives anything from another, the first one has a liability to repay. By keeping the social exchange theory, leaders fulfil the needs of employees bad expect an employee to give their best for the organization. We identify the problem that if there is no transformation and servant leadership, the organization cannot succeed, as employees are not committed and motivated to work for the organization. A current study is put forward to investigate a theoretical framework focusing on the impact

of transformational leadership and Servant leadership on employee outcomes. We also consider the mediating role of dimensions of self-determination theory in this study.

Questions:

1. Does Transformational leadership affect Employee Task Performance, Organizational Citizenship Behavior and Employee Engagement?

2. Does Servant leadership impact Employee Task Performance, Organizational Citizenship Behavior and Employee Engagement?

3. To what extent do psychological needs mediate the relationship between transformational leadership, Servant leadership and employee outcomes like Employees Task Performance, Organizational Citizenship Behavior and Employees Engagement?

Objectives:

1. To examine the effect of Transformational leadership on Employee Task Performance, Organizational Citizenship Behavior and Employee Engagement.

2. To determine the impact of Servant leadership on Employee Task Performance, Organizational Citizenship Behavior and Employee Engagement.

3. To what extent do psychological needs mediate the relationship between transformational leadership, Servant leadership and employee outcomes like Employees Task Performance, Organizational Citizenship Behavior and Employees Engagement?

Literature Review

Transformational leadership

Transformational leadership refers to a leadership style where a leader inspires, motivates or encourages his subordinates or followers to work for the best of organization (Breevaart, Bakker, Demerouti, Sleebos, & Maduro, 2014; Qi, Chaudhary, Yao, Mirza, & Khalid, 2022). Transformational leadership can be defined as when a leader gives a vision and motivates the persons to achieve that vision who follow him (Bhatti et al., 2023; Moriano, Molero, Topa, & Mangin, 2014). Another definition of transformational leadership is that the leader sets

objectives or goals for the organisation and empowers followers to achieve those objectives or goals (Banks, McCauley, Gardner, & Guler, 2016). Transformational leadership style encourages followers to think and work collectively than individually. In a transformational leadership style, a leader creates an environment where followers can easily establish relationships and trust each other to achieve the vision (Nielsen, Skogstad, Matthiesen, & Einarsen, 2016).

Four dimensions of transformational leadership are discussed in transformational leadership theory. These dimensions include idealized influence, inspirational, motivational, intellectual stimulation and individualized consideration. *Idealized influence* is an element of transformational leadership where the leader acts as a role model for subordinates. *Emotional motivation* refers to an aspect of transformational leadership in which a leader arouses spirit and motivates his followers by communicating a clear and meaningful vision. *Intellectual stimulation* is another part of transformational leadership in which the leader encourages his subordinates to think of something new, something different, something creative, something innovative and something out of the box.

Servant leadership

Servant leadership refers to a leadership style in which a leader considers or prioritises the needs and interests of followers on his own needs and interests (Parris & Peachey, 2013). Servant leadership is a leadership style in which a leader builds, develops, and flourishes subordinates (CH Chan & Mak, 2014). Servant leadership is a leadership style where a leader acts as a Servant (De Clercq, Bouckenooghe, Raja, & Matsyborska, 2014). A leader puts the needs of others ahead. Servant leaders set direction or tasks for followers and provide every possible resource to achieve them. Servant leadership focuses on building relationships with followers and knowing their skills, abilities and potential. After that, servant leaders help them achieve their potential (Yoshida, Sendjaya, Hirst, & Cooper, 2014).

Researchers identify seven dimensions which must be characteristics of a Servant leader. These dimensions include putting others first, helping others, empowering, social works, conceptual skills, ethical behaviour and emotional healing. *Putting others first* refers to a Servant leader who always puts his followers' interests and needs before his own. *Helping others* means a Servant leader helps his subordinates to achieve their potential by providing resources. *Empowering* refers to giving powers or authority to others. A Servant leader delegates powers and leads to his associates. *Social work* refers to the welfare of society. A

Servant leader also involves in helping organisation. *Conceptual skills* mean that a servant leader must be fully aware of the goals and objectives of the organization. *Ethical behaviour* means a Servant leader always acts ethically and honestly with others. At last *emotional healing* means a Servant leader cares his subordinates for their well-being (Hunter et al., 2013).

Theoritical Background

Self-determination theory

Self-determination theory is one of the famous theories of human motivation; as people are primarily concerned with motivation, leaders motivate people to achieve not only organizational goals but also their own goals and objectives. Self-determination theory is a macro theory concerned with the motivation, development of personality, social well-being and people's basic needs. Self-determination theory explains that people have a natural mindset for their personality growth and fulfilling their basic psychological needs. Self-determination theory defines intrinsic and extrinsic sources of motivation and describes how these sources play their role in motivating people. Self-determination theory explains three basic human psychological needs (1) autonomy needs satisfaction, (2) competence needs satisfaction, and (3) relatedness needs satisfaction (Ryan et al., 2013).

1. **Autonomy needs satisfaction**

Autonomy needs satisfaction is one of the dimensions of self-determination theory. Autonomy refers to the freedom to think and do. According to some researchers, desire and capacity are two parts of autonomy. Desire means the intention or will to do something, and ability means the resources necessary to perform a task (Kovjanic, Schuh, & Jonas, 2013). Autonomy can also be defined as a person should be free in their life (Tian, Chen, & Huebner, 2014). Autonomy needs satisfaction refers to being free in things and doing (Trépanier, Fernet, & Austin, 2013). Autonomy needs satisfaction is one of the silent needs that must be fulfilled for motivation. A leader must respect others' feelings, thoughts, interests, and suggestions to motivate them. A leader should also provide an environment where employees feel free. Leader should give responsibilities and authorities to employees where they can make decisions and handle situations freely in order satisfy the need of autonomy for employees (Gunnell, Crocker, Wilson, Mack, & Zumbo, 2013).

2. Competency needs satisfaction

Competency can be defined as successfully doing something efficiently. Competency needs satisfaction refers to one's will to take control over results (Sylvester et al., 2014). Competency needs happiness can also be defined as being free in managing relations with others and showing capabilities to others (Costa, Soenens, Gugliandolo, Cuzzocrea, & Larcan, 2015). Leaders put a lot of time and resources into deeply knowing about their followers or employees. The ultimate purpose is the development and growth of followers. Many researchers argue that leaders want to know about their followers, like their skills and goals, then develop, and help themem to achieve their goals or objectives (Goulimaris, Mavridis, Genti, & Rokka, 2014). According to some researchers, leaders prioritise the growth and development of followers to satisfy their need for competence (Kirby, Byra, Readdy, & Wallhead, 2015).

3. Relatedness needs satisfaction

As defined in the self-determination theory, the satisfaction of the primary psychological needs for an individual's self-sufficiency, relatedness and competence can prove the important predictor for his prime functioning in various fields of life. The research article's work –related to need satisfaction- looks vulnerable to the lack of authenticated measures (Broeck, Vansteenkiste, Witte, Soenens, & Lens, 2010). Need satisfaction is related to an employee's mental and physical well-being.

Caspersen, Powell, and Merrit (1994) Indicated that the well – being is a quality of life and is related to the distinctive internal states of an individual. It is a way through which the individual impresses both mentally and physically. The world health organization (Organization, 1997a, 1997b) surveyed that mental well-being can play a vital role in health measurement. Health incorporates "a complete physical, mental, and social well-being, not merely the absence of disease" (p. 1). (Deci & Ryan, 2002) assumes that the basic need theory (BNT) is related to the growth of the human psyche and the three fundamental needs for nurturance: relatedness, need satisfaction, competence and psychological autonomy. Niemiec and Ryan (2009) Elaborated that the need satisfaction for freedom includes the feelings of those individuals who are the initiator of their actions and their experience of choices, but also that one's activities should be following one's values as divergent to being controlled by the external powers and internal pressures. As

for the need for satisfaction for competence, it is achieved through effectively experiencing the desired outcomes and effects(White, 1959). According to (Baumeister & Leary, 1995), relatedness and need satisfaction relate to those feelings that one firmly associates with and is understood by others. It can raise organizational performance in a motivational and well-being way.

Employee engagement

Maslach's and Khan's theories are the two rivers of research that provide representations for employee engagement. Kahn (1990) Explored the psychological situations of personal commitment and disengagement at work. He examined the three basic psychological conditions connected with an individual's engagement or disengagement at work were; availability, meaningfulness and safety. Another model of engagement is related to burnout theory, which describes work engagement as an optimistic reverse of exhaustion, perceiving that burnout comprises the destruction of engagement in one's job.

The common spontaneous intelligence of people, especially leaders inside the organization partake in working in a motivational manner (Yu, Mirza, Chaudhary, Arshad, & Wu, 2022). Employee engagement is used at different eras to denote the psychological qualities, states and behaviors with their previous circumstances and outcomes. Chiniara and Bentein (2016); Van Dierendonck, Stam, Boersma, De Windt, and Alkema (2014) It is a contour set of a multidimensional paradigm.

Law, Wong, and Mobley (1998) explored that employee engagement alters the work's worldwide nature and the working people's age. People engaged in the creation or related activities may prove a key to competitive advantage. The need is to establish the surroundings for the state of employment and greatly improve employee engagement behavior. The prettiness of employee engagement is that the company will be talented at things the competitors consider very difficult to impersonate(Chiniara & Bentein, 2016).

Employee task performance

Borman and Motowidlo (1993) Proved that there is a discrepancy between contextual performance and employee task performance, and the evidence is intensifying that job performance is not limited to just task performance. Task performance contains the patterns of behavior which are directly engaged in creating goods or services or relating to those activities that can indirectly support the firm's core technical processes. Employees engage in task performance when they utilize their knowledge and technical skills to realize a task. Van

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Scotter, Motowidlo, and Cross (2000) On the other hand, the contextual performance includes those behavioral patterns that provide help towards the social and psychological context in which task-related activities are performed. Employee task performance is largely based on the modes of employees. Erez and Isen (2002) Demonstrated that positive moods could enhance employee task performance. George (1991) Enlightened that those employees who remain positive relating to their attitudes can assist customers and coworkers, and it leads to a boost in sales volume and organizational performance (Shami, Rasool, Syed, Mirza, & Ali, 2021).

Organizational citizenship behavior

At present western scholars emphasize the significance of organizational citizenship behavior. It consists of the employee's actions and behaviour not explicitly nominated in his formal job duty(Farh, Zhong, & Organ, 2004). Katz (1964) explored the importance of spontaneous behavior and a class of optional actions beyond the explicit role requirements but necessarily required for organizational effectiveness. According to the (Organ, 1988), It is an individual behavior situated not explicitly nor directly predictable by the proper reward system. Still, it aggregately stimulates the effective functioning of an enterprise. Many related concepts regarding organizational citizenship behavior have been examined, including extra-role behavior(Van Dyne, Graham, & Dienesch, 1994; Van Dyne & LePine, 1998). Moreover, Organ (1998) Graido-Gonzalez et al. (1998) investigated the five dimensions of organizational citizenship behavior.

- Altruism: being accommodating, helpful and willing.
- Courtesy: being courteous, well-mannered and escaping conflicts.
- Conscientiousness: doing extra even than the requirement and carefulness.
- Civic virtue: Displaying participation and giving prominence within the organization.
- Sportsmanship: tolerating and accommodating less than working environments.

Similarly, Graido-Gonzalez et al. (1998); Podsakoff, MacKenzie, Paine, and Bachrach (2000) mentioned that the common measures that are widely used as valid and suitable predictors of organizational citizenship behavior include; job satisfaction, trust between an employee and colleagues, motivation, perceived fairness and organizational commitment(Shahzad et al., 2013).

Hypothese Development

Transformational leadership and task performance

Past studies proved the positive relationship between transformational leadership and task performance(Breevaart et al., 2014; Lowe, Kroeck, & Sivasubramaniam, 1996). According to (Dvir, Eden, Avolio, & Shamir, 2002; Lowe et al., 1996), Apart from the relationship between performance and transactional leadership, the research explored that transformational leadership has a stronger connection with task performance. Therefore, it is necessary to assess the impression of transformational leadership with the task performance of followers in various enterprises. It is a great challenge for organizations to improve the employee's task performance to achieve goals. In the opinion of (Yukl, 1999), leadership is a crucial factor that significantly influences task performance. The followers who valued their leader as a higher transformational designated that they largely worked in a resourceful environment. Therefore, this realizes that followers are a basic need. Transformational leadership empowers followers to put their energy into the workplace and thus donates to followers' task performance is nominated by their leader. A great arrangement of research supported that transformational leadership and the task performance have significant and positive relationship with each other (Judge & Piccolo, 2004; Lowe et al., 1996).

Bass (1985) Argued that transformational leadership deliver positive feedback towards their followers, persuades followers to display extra effort and encourage them to consider creatively regarding complex problems. Transformational leaders convince their followers to think beyond their interest for the sake of collective outcomes. Podsakoff, MacKenzie, Moorman, and Fetter (1990) Indicated that when followers associate the success of their own with that of the organizations' they identify with the organizational goals and values and develop more agreeable and positive contribution towers task performance. Williams and Anderson (1991) measure task performance, which is related to the proposed use of task performance.

> **H1:** *Transformational leadership has positively and significantly related to task performance.*

Transformational leadership, employee engagement and organizational citizenship behavior

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) and Employees' Performance (Study Case to PT. PLN (Persero) Pamekasan Area) (Podsakoff et al., 1990). The study results of (Madhu & Krishnan, 2005; Mukherjee, Yang, Hoffmann, & List, 2007; Vigoda-Gadot, 2007) indicated a significant relationship between

transformational leadership style and OCB. Lin, Li, and Hsiao (2012) Determined that transformational leadership has a positive and meaningful relationship with job satisfaction and organizational citizenship behaviour. Previous studies found a direct connection between organizational citizenship behavior and transformational leadership (Koh, Steers, & Terborg, 1995). Podsakoff, MacKenzie, and Bommer (1996) Noted that the influence of TL on OCB might have greater importance than the impact of in-role behaviors. In short transformational leadership significantly and positively relates to the five dimensions of organizational citizenship behavior, and it suggests that TL have many important impacts on organizational citizenship behavior (Podsakoff et al., 2000).

H2: Transformational leadership has positively and significantly related to organizational citizenship behavior

H3: Transformational leadership has positively and significantly related to employee engagement

Servant leadership and task performance

Awan, Qureshi, and Arif (2012) examined that Servant leadership can enhance the employee's task performance with the mediation role of motivation. Several studies have determined the relationship between the employees' behaviors and the traits and behaviors of leaders (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Limited studies have examined the relationship between SL and employees' task performance. The Servant leadership theory was explained by (Lee & Greenleaf, 1991). Servant leadership positively enhances the performance of employees and the whole organization; it was introduced in 1977 by Green leaf, and further (Avolio & Gardner, 2005) explained it theoretically. Explicit and empirical findings indicate a positive and significant relationship between the employee's task performance and servant leadership style (Liden, Wayne, Zhao, & Henderson, 2008). Lee and Greenleaf (1991) elaborated that there is a direct and indirect relationship between servant leadership style with the subordinates' and employees' job satisfaction, motivation, behavior, task performance, turnover intention, outcomes, positive commitment to low absenteeism, raised productivity level, and to increase the development and performance level of whole organization.

H4: Servant leadership has positively and significantly related to employee task performance

Servant leadership and organizational citizenship behavior

Shahzad et al. (2013) Investigated a significant positive relationship between OCB and servant leadership style, and the trust element partly and positively mediates their link. According to (Vinger & Cilliers, 2006) leaders act and play a critical role in inspiring an employee's organizational citizenship behavior; therefore, in this way, an organization can successfully implement various strategies, achieve goals, optimize human capital and ultimately get success and competitive advantage. Moreover, (Manzoni & Barsoux, 2002) added that a strong relationship between the leader and follower would increase OCB and further drive the organization's success. Walumbwa, Hartnell, and Oke (2010) Concluded that those behaviors held by the servant leader might positively affect employees' actions and attitudes by creating a persistent social context. In addition (Shuck, Reio Jr, & Rocco, 2011) argued that highly effective empowerment, minimising inequalities and injustices, and maintaining strong values which may provide help to enhance motivation, inspiration and commitment of an employee towards job satisfaction and vision of organization; all these can affect to OCB. Smith, Organ, and Near (1983) also supported that Servant leadership positively affects OCB and employees who have bosses like servant leaders will follow the same behavior in their communication style with each other, and then accordingly would display greater level of OCB. In short several researchers point out that servant leadership may become more beneficial towards the OCB due to its influence on community growth, employee development and shared leadership (Graham, 1991).

> *H5: Servant leadership has positively and significantly related to organizational citizenship behavior.*

Servant leadership and employee engagement

Choudhary et al. (2013) Suggested that if an organization is watching to achieve the maximum outcomes like productivity and performance from the workforce, then a good leader is essential. By keeping that sense in mind, this literature focuses on an ethical leadership style, Servant leadership, which has grown and popularity in the competitive world in recent years. Studies on Servant leadership have recommended that SL raises effective commitment and work engagement. According to (Van Dierendonck & Nuijten, 2011), Servant leadership positively expects work engagement; however (Liden et al., 2008) suggested that Servant leadership strongly predicts organizational commitment and that commitment further leads to the concentration of the workforce.

Klein (2014) Determined that persuasive mapping, like servant leadership, has a significant positive impact on the employee's innovative behaviour, followed by the employee's trust and commitment to the mediation role of employee perceived empowerment. The figure mentioned indicates that servant leadership enhances employee commitment and engagement with business work, which can further support organizational performance.

H6: *Servant leadership has positively and significantly related to employee engagement.*

The mediating role of dimensions of self-determination theory between Servant leadership and employee outcomes

Servant leaders have capabilities or characteristics to increase employee task performance, organizational citizenship behavior and employee task performance by influencing the psychological needs of followers or employees. One of the most famous social exchange theories explains that every person receiving a reward or favour from others is liable to repay them. Based on the social exchange theory, servant leaders tend to fulfil the psychological needs (autonomy, competency, relatedness) of followers or employees on a reciprocal. Servant leaders meet the requirements of followers or employees for a mutual that employee may have a high level of task performance, organizational citizenship behavior and employee task performance. There are two types of exchange processes (a) group level and (b) organization level. At the group level, leaders fulfil the needs of particular groups and try to build trust and good relations with them. At the organizational level, leaders meet the requirements of all employees or followers to make good connections with all the people. The ultimate purpose of building good relations and trust by fulfilling the needs of employees is to have something in return, like employee engagement, task performance and organizational citizenship behavior (Chiniara & Bentein, 2016; Quine, Churchland, & Føllesdal, 2013).

Based on the above literature support, we propose the following:

H7: *Autonomy needs satisfaction significantly mediates the relationship between Servant leadership and (a) employee task performance, (b) organizational citizenship behavior (c) employee engagement.*

***H8:** Competence needs satisfaction significantly mediates the relationship between Servant leadership and (a) employee task performance (b) organizational citizenship behavior (c) employee engagement.*

***H9:** Relatedness needs satisfaction significantly mediates the relationship between Servant leadership and (a) employee task performance (b) organizational citizenship behavior (c) employee engagement.*

The mediating role of dimensions of self-determination theory between Transformational leadership and employee outcomes

Transformational leadership is a leadership style where leaders motivate and encourage subordinates or employees to achieve goals and objectives. Leaders are expected to have characteristics to increase employee task performance, organizational citizenship behavior and employee's engagement. Every employee has psychological needs (autonomy, competency, relatedness). And no doubt, every employee works for the fulfilment of their requirements. Transformational leaders encourage or motivate their employees or subordinates to work for the best of the organisation to fulfil their needs. So ultimately, the task performance, citizenship behavior and engagement of employees increase.

Researchers described that transformational leaders have less effect on employee's task performance, organizational citizenship behavior and employee engagement compared to Servant leadership (Chiniara & Bentein, 2016; Quine et al., 2013).

Based on literature support, we proposed that:

***H10:** Autonomy needs satisfaction significantly mediates the relationship between transformational leadership and (a) employee task performance (b) organizational citizenship behavior (c) employee engagement.*

***H11:** Competence needs satisfaction significantly mediates the relationship between transformational leadership and (a) employee task performance (b) organizational citizenship behavior (c) employee engagement.*

***H12:** Relatedness needs satisfaction significantly mediates the relationship between transformational leadership and (a) employee task performance (b) organizational citizenship behavior (c) employee engagement.*

Figure
Theoretical framework
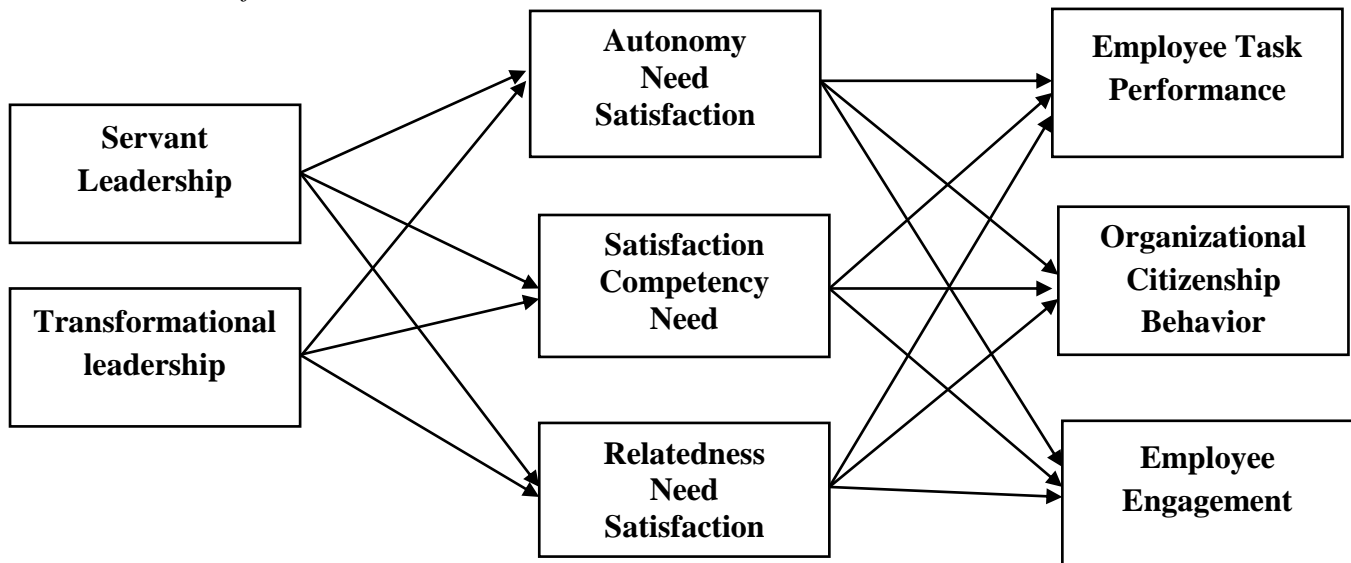
Research Methodology

The purpose of the current study is to check the impact of Transformational leadership and Servant leadership on employee engagement behavior, organizational citizenship behavior and task performance of an employee with the mediation effect of relatedness, need satisfaction, need for competence and need for autonomy. The current study is linked to cross-sectional, descriptive and quantitative because it describes and penetrates the under-study variables and affiliations which previously chatted in the former. We use a deductive approach to acquire study's desired objects.

Questionnaire Design

The method we use to explore our major variable's relationship results, such as transformational leadership, Servant leadership, employee task performance, employee engagement, organizational citizenship behavior, relatedness, need satisfaction, need for autonomy and competence, is the Questionnaire survey method. This Questionnaire comprises two major sections. The questionnaire's first section concerns the personal view of plaintiffs or respondents, including their gender, age group, employment nature, educational background level and length of their employment service. The second section of the questionnaire is designed as it compresses the under study variables of current research (Servant leadership, TFL, Employee engagement, Task performance, OCB of an employee, relatedness need satisfaction, need for competence and need for autonomy). The main purpose of this questionnaire is to check the validation of our research hypothesis.

Sampling

We selected the permanent and contractual employees of different firms, educational institutes, insurance companies and public or private Banks regarding different age group levels and belonging to several regions of Gujranwala or not living in Gujranwala city but performing their job duty at Gujranwala city as a target population. The sample size of this study is up to 245 job people in the service sector. The sample size is selected with the help of the thumb rule of multiplying the total items of each variable under a questionnaire with 10. (Hair et al.,2010). Data collection has been done by applying a non-probability convenient sampling technique.

Measures

As mentioned above, we build a questionnaire and collect data from the service sector to check the relationship between the current study variables. At the same time, developing the questionnaire, we took scales from previous studies.

Transformational leadership: Four scale items are carefully chosen to measure the sensitivity of our respondents regarding transformational leadership acting as an independent variable in this study (Choudhary et al., 2013).

Servant leadership: To examine the relationships between the second independent variable, Servant leadership and other dependent and mediators' study's nine items scale is used (Choudhary et al., 2013).

Employee engagement: The employee engagement scale, which is related to employees' outcomes and acts as the dependent variable in the current study, includes eight items taken.

Task performance: 8 items scale of take on to gather respondents' replies regarding dependent variable task performance.

Organizational citizenship behavior: recommended the seven items scale that we future adopt and collect the perceptions of our target population regarding this dependent variable.

Need for autonomy: To check the mediating effect of the need for independence between dependent and independent variables, we include seven items scale taken on from (Broeck et al., 2010).

Need for competence: The mediating role of the need for competence strongly correlated with the other study variables; we chose six scale items suggested by (Broeck et al., 2010).

Relatedness needs satisfaction: Relatedness needs satisfaction is a mediating variable. The current study measures it through 10 items (Broeck et al., 2010) to check its mediation impact between TFL, Servant leadership and employee outcomes.

Data Collection Method

We use the official websites and personally visit our targeted organizations and enterprises operating in Gujranwala to check the list of their employees that were our respondents for data collection. We distributed 540 questionnaires among the employees of different service-providing entities. Using the questionnaire survey method, we composed the views or reactions of our targeted respondents in 2.5 months. The additional time and days were settled with HR managers of other organizations. On redefined days, we collected the respondent's responses by distributing questionnaires. The confidence was given to employees by their HR managers, and they were praised for their participation. We counted 372 respondents' replies out of 540 circulated questionnaires, which they correctly filled.

Demographics

The current study selected contractual and permanent employees of the service sector in Gujranwala as the target population. We circulated 500 questionnaires among plaintiffs, out of which they completely and correctly filled 300, and they responded with an 80% response rate. In demographics, male respondents were 85%, and females were 15%. As for age group level demographics concerns, 56% of respondents were 26-45 years old. The remaining 25%, 15% and 4% were related to the 18-25, 46-55 and 56+ age groups, respectively. Furthermore, the respondents' qualification percentages were 65%, 20%, 5%, and 10% belonged to Bachelor's degree, Master's degree, PhD, and others related to various educational levels, respectively. The percentage of permanent, contractual and others employees were 36.4%, 51.8% and 11.8%, respectively. Similarly, the respondents' length service percentages up to 2 years, 2-5 years, 5-10 and 10+ years are 14.7%, 43.35, 37.9% and 47.3%, respectively.

Analysis &Findings

Table 1

	Construct	Mean	SD	α	1	2	3	4	5	6	7	8
1	Transformational leadership	4.072	.639	.701	--							
2	Servant leadership	3.972	.493	.734	.272**	--						
3	Need for autonomy	3.995	.552	.705	.224**	.705**	--					
4	Need for competence	4.092	.558	.720	.349**	.225**	.179**	--				
5	Need for relatedness	3.839	.568	.774	.214**	.396**	.219**	.245**	--			
6	Task performance	4.160	.491	.736	.028*	.312**	.327**	.201**	.212**	--		
7	Organizational citizenship behavior	4.089	.610	.716	.382**	.243**	.183**	.314**	.220**	.086*	--	
8	Employee Engagement	3.952	.542	.759	.261**	.792**	.723**	.184**	.231**	.337**	.149**	--

The table below represents the descriptive statistics, reliability and correlation among all under studies variables. The mean values show the respondents' average responses, which are near to agreeableness. Results indicate that alpha values for all variables are under the acceptable range to prove data reliability. The highest correlation exists between Servant leadership and employee engagement, valued at 0.759. It is showing that Servant leadership and employee engagement are positively correlated with each other's with a moderate standard deviation. All other understudied variables are also connected with each other's.

Table 2

Fit Indices	CFA	SEM
Chi-square/df	2.21	2.45
GFI	0.96	0.98
AGFI	0.85	0.83
CFI	0.90	0.92
RMSEA	0.05	0.06

Factor Loadings

This above table is talk about whether vales are significant or not significance and acceptance level of values. Every single value in the table is significant and within acceptance range because results showed that all values in the table are more than o.5

Table 3

Constructs	Items	Factor Loadings
Transformational leadership	4	.637,.629,.673,.614
Servant leadership	9	.733,.736,.727,.731,.721,.732,.713,.723,.724
Need for autonomy	7	.656,.679,.677,.684,.688,.657,.666
Need for competence	6	.688,.678,.684,.687,.699,.697
Need for relatedness	10	.695,.740,.675,.685,.702,.737,.714,.764,.673,.687
Task performance	5	.674,.722,.668,.706,.671
Organizational citizenship behavior	4	.659,.641,.648,.668
Employee Engagement	9	.727,.769,.763,.739,.750,.718,.749,.732,.763

The above table presented the results about fitness of current study model through dimensions of CFA and SEM. For fitness of model value of GFI must be more than 0.90, according to results of above table GFI value is more than 0.9 so model is good fitted. AGFI value is greater than 0.8 and CFI value is 0.9, because values of AGFI and CFI are meeting the criteria that is required for model fitness so model is good fitted. RMESA value also showed its value smaller than 0.1.

SEM Regression Analysis

In table 4 regression estimates, standard error, critical ration and p values of each independent variables are shown. The structural model of variables is shown in figr1.

Table 4

Structural Model Regression Weights

			Estimate	S.E.	C.R.	P	Label
Employee_Task_Performance	<---	Transformational_leadership	.130	.047	2.144	.032	
Organizational_Citizenship_Behavior	<---	Transformational_leadership	.278	.057	4.693	***	
Employee_Engagement	<---	Transformational_leadership	.048	.031	1.282	.020	
Employee_Engagement	<---	Servant_Leadership	.590	.055	11.717	***	
Organizational_Citizenship_Behavior	<---	Servant_Leadership	.089	.099	1.108	.041	
Employee_Task_Performance	<---	Servant_Leadership	.109	.082	1.317	.031	

Regression Weights: (Group number 1 - Default model)

Table 4 The above table deals with relationships of dependent and independent variables and significance level of these relationships. Results showed that transformational leadership has positive and significant relationship with employee task performance. H1, H2 and H3 supported by the results because transformational leadership positively connected with organization citizenship behavior and employee engagement at p value less than 0.5. Results described that Servant leadership positively influenced on employee engagement, organizational citizenship behavior and employee task performance (p<o.5) so H4,H5 and H6 also supported by the above table results.
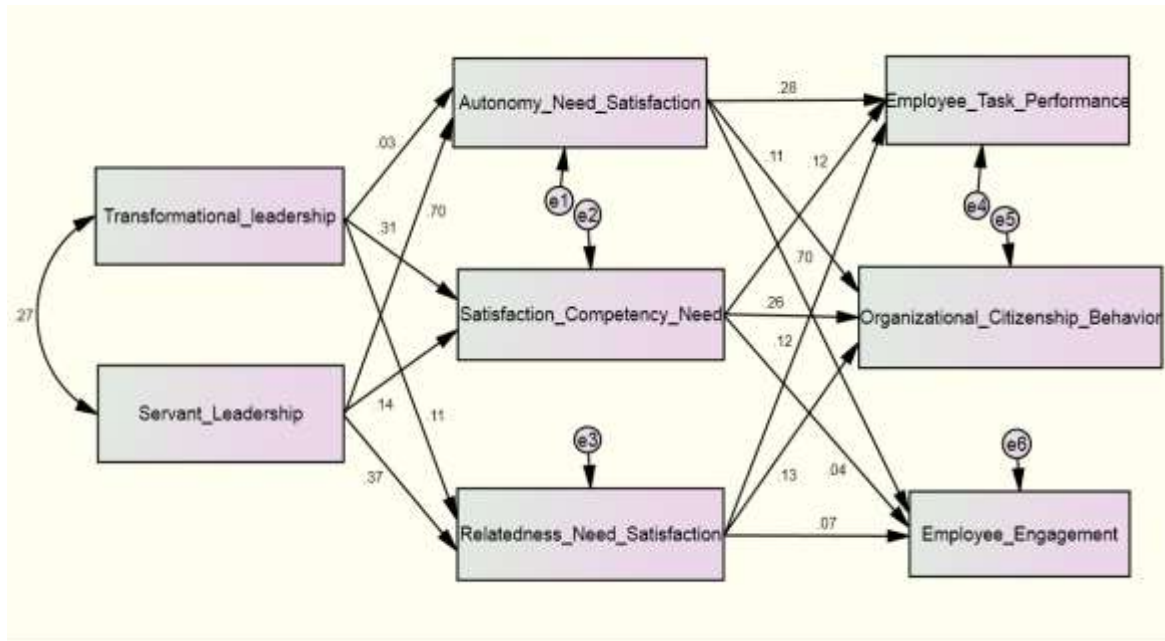
Fig1: Structural Model
SEM path analysis

Table 5

Independent Variables	Effects	Employee Task Performance	Organizational Citizenship Behavior	Employee Engagement
	Direct Effect	.130*	.278*	.048*
	Indirect Effect	.068*	.064*	.001*
Transformational Leadership	**Total Effect**	**.162***	**.342***	**.049***
	Direct Effect	.109*	.089*	.590*
Servant leadership	Indirect Effect	.221*	.061*	.190*
	Total Effect	**.329***	**.150***	**.780***

Mediating variable: Dimensions of self determination theory

Hypothesis is acceptable or not depends on direct and total effect values. Direct effect values of transformational leadership on dependents variables (employee task performance, organization citizenship behavior, employee engagement0) are .130, .278, .048 respectively and total effect values are .162, .342, .049 respectively.H10, H11 and H12 is acceptable because total effect values are higher than direct effect value. Results showed that H7, H8 and H9 are acceptable because dimensions of self-determination theory significantly mediate

the relationship between Servant leadership and employee task performance (direct value .109< total effect value .329), organization ship citizenship behavior (total effect value .150 greater than immediate effect value .089) and employee engagement (.590< .780).

Discussion & Recommendation

The study stated that this paper was designed to boost our understanding of differences and similarity pathways of both transformational leadership and Servant leadership to shape employee outcomes. Leadership remains a stimulating concentration of researchers specified that leaders bear the charge for influencing their followers with the adoption of evolving organizational goals, values and attitudes. Due to changing the political and corporate world, the need is to focus on such style or form of leadership, which deals with perceived leadership effectiveness and is not self- serving or power-driven. Therefore, Servant leadership is a unique explicit form of people-centred focus that attends to followers' development, outcomes and need satisfaction TFL primarily deals with organizational goals by changing behavior of an employee by inspiring with rewards, encouragement and praise of better work. Carlson and Perrewe (1995) Mentioned that transformational leaders speak for their followers, concentrate on their higher-order intrinsic needs, and raised consciousness regarding the importance of precise outcomes and new behavioral ways results can be achieved. It is deep-rooted form the empirical studies that the relationship between Servant leadership to organizational outcomes has positive universal satisfactoriness across all cultures of globe (Brubaker, Bocarnea, Patterson, & Winston, 2015), (Geuze et al., 2012) Turkey, (Pekerti & Sendjaya, 2010) Indonesia, (Bardeh & Shamei, 2011) Iran, (Mehta & Pillay, 2011) India, (Ding, Lu, Song, & Lu, 2012) China, (Bocarnea & Dimitrova, 2010) Bulgaria. And (Chatbury, Beaty, & Kriek, 2011) South Africa.

Van Dierendonck et al. (2014) Indicated Transformational leadership functioned mainly with the perceived leadership effectiveness, and Servant leadership operated mostly through the follower need satisfaction.

Therefore, the current research article sheds light on such principal procedures through which TFL and servant leadership can impact followers and be responsible for their support. Both leadership forms can influence organizational outcomes with the practice of satisfying follower's relatedness, need satisfaction, need for competence and need for autonomy(Chiniara & Bentein, 2016; Shahzad et al., 2013). This study also exhibits how these need satisfaction processes can prove a unique predictive power because these three

need satisfaction forms to have distinctive combinable ways to produce such attitudes and behaviors that guess employee's task performance, engagement and OCB performance.

A questionnaire survey method was followed for data collection purposes, and non-probability sampling technique was used on the targeted population in Gujranwala city. Data was collected within 3 months and responses processed for final results by using SPSS and AMOS research software's. END NOTE is used for the citation and referencing of previous papers.

We sum up that, when organization's management follows transformational leadership and Servant leadership in organization, it raised the employees' task performance, organizational citizenship behavior with employee engagement and transformational leadership and Servant leadership. Need like autonomy, competency, and relatedness are important because these have an emotional impact and relationship between transformational leadership, Servant leadership, employees' task performance, organizational citizenship behavior and employee engagement.

Limitation

This study is limited by a small sample size, specific bounded area, time constraint, absence of cultural differences of different cities and lack of all dimensions of other study variables such as (TFL, Servant leadership, employee engagement and organizational citizenship behavior), and only focusing on the service sector.

Practical implementation

The current study can prove a very important indicator in the service sector. The top-level management can understand how employees' outcomes can be turned into an upward trend. In addition, it can provide a successful direction to employees on how their satisfaction level can be boosted with the help of incentives. During the survey, we analyzed that the employees in the service sector at Gujranwala city are not supported and motivated ina goodwill manner, so the managers can learn how using the strategy of leadership can shape their employees' out in the right direction. Furthermore, this study is also helpful to leaders that what kinds of engagements or styles of their leadership can better lead to realizing organizational goals and employee satisfaction.

Direction for further Research

In future, this study will require more work simultaneously by using the manufacturing and service sector as a target population. The study can be expanded into specific areas like defence, hospitals etc. Because in the defense sector and hospitals, transformational

leadership and Servant leadership are necessary to inspire subordinates to work. Beside this, future study can be conduct by adding more employees' outcomes direction especially job satisfaction and mediation like organizational culture, organizational commitment and organizational learning with same or different leadership styles as independent variables.

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