



The Moderating Role of Team Climate between Servant leadership, Employee Ambidexterity and Work Performance

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Abstract: The main purpose of this study is to empirically test the moderating role of team climate between servant leadership, employee ambidexterity and work performance. Data were collected from 180 teachers working in different schools in Punjab, Pakistan. The sample was drawn using the convenience sampling technique. The direct and indirect hypotheses were tested using two-step Partial Least Square (PLS) path modelling. SEM has been used to analyze data. The findings of the research study designated the effect of servant leadership on work performance as essential. The results further revealed that in the relationship between servant leadership and work performance, team climate operates as a moderator, and this framework was mediated by employee ambidexterity. The work performance of teachers can be improved when the servant leaders encourage teachers to adopt ambidextrous activities by being exploration and exploitation according to the situation to meet challenges and overcome constraints. The study will act as a policy guide for Punjab School administration in areas such as employee performance enhancement through servant leadership style and employee ambidexterity, as well as team climate. The results of this study show that the impacts are tremendous and beneficial for the educational institutes of Pakistan.

Introduction

Employee work performance is defined as a “person's ability to carry out their job duties and responsibilities effectively”. The performance of employees is an increasingly important area of management research nowadays. Employee work performance has always been a significant challenge in organizational management, and adopting effective methods to motivate employees to deliver and achieve higher work performance while also increasing organizational competitiveness is the fundamental goal of every

business organization (Hung, Lien, Yang, Wu, & Kuo, 2011; Khan & Ali, 2017). Employee work performance is critical for any organization because it ultimately determines the organization's success (Khan, Hussain, Maqbool, Ali, & Numan, 2019; Knipfer, Shaughnessy, Hentschel, & Schmid, 2017). Internationally many countries started to focus on employee work performance and get positive outcomes. For instance, According to Jacob and Edokhamhen (2020), employee performance at Nigerian higher

institutions is rapidly deteriorating, posing a severe threat to the existence of the country's universities, which must be addressed immediately. As a result, it is believed that employee performance is critical to organizational profitability and growth. Likewise in Malaysia, the work performance of employees has been tested in Malaysian government-linked companies (GLC) to explore the direct relationship between employee performance with other contextual factors which illustrate positive results. Past research demonstrates the importance of work performance has shifted in response to the changing work environment. As work has become more interconnected and unstable, the focus has changed away from fixed efforts and toward less formalized, more difficult to anticipate and standardized sources of revenue.

To manage an increasingly unpredictable and quickly evolving environment, leaders require organizational individuals who commit their complete consideration and energy to finish the proper occupation demands laid out in the work contract. Various studies were undertaken to investigate employees (Jamshed, 2021; Saputra, 2022). Furthermore, Individuals Neal et al (2012) and contextual factors (Ghitulescu, 2013) have been identified as influencing employee work performance in previous studies, but one of the most important contextual aspects is leadership. Organizations face a variety of problems today, which drive employees to be inventive and initiative-oriented, while leaders are expected to be more flexible and facilitating (Swee, 2013). As a result, a new approach to both leadership and employee performance is becoming increasingly necessary. The success of most organizations is dependent on effective and efficient leadership. (Barrow, 1977). Different leadership styles, in theory, produce different outcomes, both desirable and undesirable, which impact employee work performance. As a result, there is a requirement to examine the leadership style that impacts worker performance and positively adds to organizational goals; this is specifically important given that earlier research on leadership styles, and employee performance has

yielded inconsistent results. The most effective or greatest leadership style is one that achieves desired results for both individual employees and the entire organization.

The servant leadership style is the one which has been paid less attention to by the researchers. And it is one of the emerging fields of management sciences today that covers most of the attributes of other leadership styles that exist. For many researchers in the educational sector, servant leadership has remained a source of contention (Freschi, L., Jeukens 2015; Poedjiaty, 2022), with the study revealing a strong relationship between teaching performance and servant leadership. However, to the knowledge of the researchers, just a few examinations exist up until this point. (Poedjiaty, 2022), which examines the impact of servant leadership on work role performance. This was one of the reasons for conducting detailed research to fulfil the gap addressed by (Poedjiaty, 2022) in Pakistan. employee ambidexterity is vital because it consequences in good coordination, well utilization of existing knowledge, alternative generation, and better-quality decision-making (Srivastava et al., 2006). While this has also been argued and suggested by scholars to use employee ambidexterity as a mediator that affects servant leadership and work performance relationships. On the other side, team climate is a composite construct consisting of three dimensions: affiliation, trust, and innovation (Bruha, I.;2005). Association, corresponding to consistency in nature, refers to the observation of a perception of togetherness among members. Specifically, this study focuses on meeting the practical research gap within the scope of the educational institute (Private Schools) of South Punjab, Pakistan. Thus, the research problem of this study is "How to work performance can be enhanced with the care of servant leadership, through the mediating impact of employee ambidexterity, as well as by taking into the account moderating effect of team climate between the relationship of servant leadership and employee ambidexterity in the Private School Sector of Pakistan

Literature Review

Servant Leadership and Work Performance

Leadership assumes a significant part in an organization (Yasir et al, 2016). A new literature audit directed by Peachey and Parris (2013) demonstrates that servant leadership is essential at both organizational and individual stages. It is significant that we build up a superior understanding of how servant leadership might be authorized at both the individual and group levels to impact key results, like performance or organizational achievement. This way of thinking has been characterized as quality leadership, which improves the self-awareness of workers and subordinates to empower them to make choices at their own discretion and to put their advantage as the first concern. Servant leadership centres around powerful connections between the leaders and the subordinates, which considers the manageability and accomplishment of the organization. According to Russell and Peachey (2013), servant leaders seek a greater level of engagement, and their desire to serve their followers is an excellent source of authority motivation. The two elements of servant leadership, "to serve" and "to lead" are significant for the success of an organization (Benuto, L. T. 2018). When leaders put their employee's needs first, understand their needs, encourage and support them, and involve them in important decisions, then employees will be motivated in their work, and more committed to the organization, and this will directly increase the performance of work. Therefore, the researcher developed the following hypothesis.

H1: Servant leadership is contacted about employees' work performance.

Servant Leadership and Employee Ambidexterity

Since the part of Servant leadership has affirmed its positivity in improving the work performance of the organization, researchers in changed areas were keen on contemplating the referenced idea from various perspectives like its impact on Employee ambidexterity. According to Shun-Hong, T. (2014) the, characterizes Employee

ambidexterity is an extraordinary level of uplifting attitudes, insights, and real assumptions for employees toward the organization where they work. Furthermore, it coordinates the positive feelings of the individual toward the work. By gaining no support from employees, the organization cannot accomplish innovation (Khan et al. 2019).

The researchers have recognized the need for leadership to focus on innovation, which is closely tied to the definition of innovation, and guide individuals' inventive, innovative, and creative efforts toward overall organizational innovation (Khan et al. 2019).. While expressing this matter in an unexpected way, when employees have a solid inclination and positive feelings to accomplish the objectives of the organization, it implies that they have a feeling of satisfaction towards what they do. These sentiments can be made through the rehearsing of servant leadership at that organization. When a Servant Leader shares authority, focus on the demands of his or her staff and supports them in developing and executing at their best, employees are highly engaged in their work and try to explore and exploit activities. Therefore, the researcher developed following hypothesis.:

H2: Servant leadership gives a positive connection to employee ambidexterity.

Employee Ambidexterity and Work Performance:

Following a large body of prior research focusing on organizational ambidexterity, ongoing research has shifted the focus of research to exploration and exploitation, as well as the individual degree of employees in organizations. In this regard, researchers feature the meaning of examining the effect of individual-level exploration and exploitation to improve the work performance of employees (Deole, S. S., Deter, M., & Huang, Y. (2023).

Exploration and exploitation include pressures and compromises (McLaughlin, T., & Reed, J. 2010). The firms ordinarily pick between exploring additional opportunities and exploiting old assurances. Firms should participate in

patterns of assortment and assurance to achieve balance. Alexander, J. A. (1987). While improving organizational timetables and implementation are critical for long-term success, so is the progression of new advances and cycles. Employees with solid capacities to seek after exploration will, in general, focus on long-run gains (Tuncdogan et al., 2015). Since a long time ago, run headings motivated the employees to tirelessly understand through 'experimentation with new other substitutes (March 1991); it can help them with bettering grasp and perceive openings, achieving higher work performance. Hence, employee ambidexterity is a significant component for improving work performance in the organization. Therefore, the researcher developed the following hypothesis:

H3: *Employee ambidexterity has a positive impact on the work performed.*

The Moderating Role of Team Climate

From the eventuality viewpoint of leadership, team climate is a crucial situational factor which may increase the influences of servant leadership if it is aligned with the attributes of servant leadership and employee ambidexterity (Zhang et al., 2012).

H4: *Team climate has a significant relationship between servant leadership and employee ambidexterity*

The Mediating Role of Employee Ambidexterity

Servant leadership, with its emphasis on empowering employee accomplishments, and

assuming a strong part to leaders, prompts feasible performance of employees. Organizations have the option to hold their employees and maintain them fulfilled in control to be supportable. The goal of this research is to look into the effect of servant leadership on work performance, as well as the role of employee ambidexterity as a mediating factor. As already known from the past literature review that ambidexterity can enable a company to improve its performance in order to maintain and retain competitive advantages by taking advantage of already present business chances to generate short-term profits as well as innovative business opportunities to generate long-term well-being (Tarba, S. Y. (2013). As a mediator variable helps simply and recognizes the nature and the understanding of organizations among the independent and dependent variables. Hence it is proved that employee ambidexterity has a strong role in the association of servant leadership and work performance. So, it is confirmed that the hypothesis is accepted because the mediator is playing a significant role in mediation. According to leaders Degavre, F., & Poledrini, S. (2022) research, the has a role to play in motivating and engaging workers in order to improve results. As a result, the business will be able to gain significant revenues and benefits (Kazimoto, 2016), which has a direct positive effect on work performance. Therefore, the researcher has developed the following hypothesis:

H5: *Employee ambidexterity works as a mediator between servant leadership and work performance.*

Framework



Research Methodology

The Population of the Research

This research is primarily aimed at examining the Impact of Servant leadership on Work Performance with the Mediating Role of Employee Ambidexterity and Moderating role of team climate. The researcher performed a questionnaire survey to collect data from teachers working in private schools in Pakistan, following earlier research on employee ambidexterity (Mom et al., 2007).

Sample Size & Sampling Technique

This study selected the convenience sampling method this study. In non-probability convenience sampling, the data available is nonparametric, which is linear, and this type of sampling is most suitable for quantitative research referred by researchers, for instance. Additionally, convenience sampling is a statistical surveying technique used by specialists to acquire data from a readily available pool of respondents. The current research distributed 240 questionnaires based on these estimates. As a result, the study's sample size was 180 responses. Furthermore, the research studies have suggested that at least 10 respondents against each of the variables (Joe F. Hair et al., 2014a) are sufficient sample sizes to generalize the results. The total number of variables in the theoretical model is four; hence, this sample size is far larger than the minimum requirements.

Measurement of the Constructs

The measurement of the data analysis has been adapted from the earlier studies to supplement and ensure the data reliability and validity of observations and measurement of constructs. To measure the work performance researcher adapt

a seven items scale from the author Tsui (1997) (To measure employee ambidexterity, the seven items scale developed by Mom and Bosch (2007) is used, and the dependent variable, i.e. servant leadership measured through the fourteen items scale developed by Jaramillo (2013) . Items of these measurement constructs were modified according to the settings of the private schools of Pakistan. Teachers are suggested to express their important opinions with the help of five scales (options) 'strongly disagree refers to '5', and 'strongly agree refers to '1'. Furthermore, when compared to other scales, this Likert scale is much easier to construct and much more reliable (Dumas, 1999). The researcher utilized a five-point Likert scale because there was no clear rule for utilizing a five-point or seven-point Likert scale. The reliability and the validity of these constructs with respect to the items have already been examined in the studies; however, a little modification in the statement according to the study will also be examined through the reliability and validity.

Analysis and Results

Measurement Model

The evaluation of indicators/observed item reliability is measurement model evaluation. In smart PLS, the outer loadings represent the reliability of each observed item of all variables (Hair,2014). The suggested values for the acceptance of outer loadings reflective of model are greater than 0.70 and less than 0.95 (Hair, 2014). Abdulkhaliq and Mohammadali (2019) stated that loading values less than 0.7 are not problematic and are acceptable if composite reliability and discriminant validity of all latent constructs are established.

Table 2. Ratability and Validity

Latent Variables	Outer Loadings	Cronbach's Alpha	CR	AVE
SL3	0.832	0.851	0.851	0.636

Servant Leadership	SL4	0.809			
	SL5	0.856			
Employee Ambidexterity	Exploitation	0.899	0.866	0.866	0.781
	Exploration	0.879			
	WP1	0.873	0.865	0.894	0.606
	WP3	0.683			
Work Performance	WP4	0.729			
	WP5	0.716			
	WP6	0.824			
Team Climate	TM1	0.916	0.884	0.818	0.808
	TM2	0.895			

The outer loadings of each indicator establish the reliability of indicators, as shown in table 1 above. While the Alpha values of Cronbach confirm

internal consistency with the composite reliability values, and the convergent validity of all latent buildings is the AVE value.

Table 2. Heterotrit - Monotrit Ratios

	Competitive Orientation	Employee Ambidexterity	Servant Leadership	Work Performance
Team Climate				
Employee Ambidexterity	0.599			
Servant Leadership	0.618	0.505		
Work Performance	0.429	0.599	0.467	

Structural Model

The next phase in PLS path modeling is the

evaluation of the structural model after the evaluation of the measurement model.

Table 3. Assessment of Path Coefficients

	B	T Statistics	P Values	Results
Servant Leadership ---> Work Performance	0.0163	2.709	0.000	Accepted
Servant Leadership----> Employee Ambidexterity	0.519	8.654	0.000	Accepted
Employee Ambidexterity---> Work Performance	0.684	14.33	0.000	Accepted
Servant leadership ---> Employee Ambidexterity---> Work Performance	0.221	5.313	0.000	Accepted
SL*TM ----> Employee Ambidexterity	-0.063	0.976	0.152	Not accepted

Results

The following table 3; hypothesis H₁ is accepted and indicates the results of servant leadership have a positives connection with work performance (B= 0.0163, T=2.709, P=0.000).H₂ is

accepted servant leadership and employee ambidexterity has a significant positive connection (B= 0.519, T=8.654, P=0.000). Hypothesis H₃ is accepted employee ambidexterity and work performance have

positive and significant relation ($B = 0.684$, $T = 14.33$, $P = 0.000$). H_4 is not accepted. The results indicated that servant leadership, team climate and employee ambidexterity have nonsignificant relations ($B = -0.063$, $T = 0.976$, $P = 0.152$). Hypothesis H_5 is accepted, and results indicated that servant leadership, employee ambidexterity and work performance have significant positive relations ($B = 0.221$, $T = 5.313$, $P = 0.000$).

Conclusion

The current research aims to develop a model that links servant leadership to employee work performance. It contributes to the current debate on how organizations might impact employee performance. Organizations must have leaders who focus on employees' developmental needs, offer a safe work environment, and encourage people to serve in nature, according to the research. Furthermore, the fundamental mechanism through which servant leaders affect work performance is employee ambidexterity and team climate. The findings of this study are intended to inspire organizations to attract, develop, and retain servant leaders, promote employee ambidexterity, and put a premium on employee competition.

Limitations and Future Research Directions

The survey questionnaire research approach was utilized in this study to examine hypotheses using cross-sectional data obtained at a specified time point. To expand the research findings, future studies may delve into longitudinal studies. The other dimensions of work performance can also be taken in the future to see their impact on the relationship between the variables. It is energetically recommended that there should be a direction for such practices in Pakistan that urge leaders to take part in servant leadership exercises. Using servant leadership traits, methods, and standards in teaching can have a substantial impact on learning and the learning experience of educators and students.

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