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## **TITLE: ROLE OF SERVANT LEADERSHIP IN WORK PERFORMANCE: IDENTIFYING THE MEDIATING RELATION WITH EMPLOYEE AMBIDEXTERITY AND MODERATING WITH COMPETITIVE ORIENTATION**

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### **Abstract:**

The success or failure of educational exercises is heavily dependent on the performance of teachers. Without the performance of competent and devoted academic staff, no academic institution can survive or operate well. Therefore, it is important to address the issues of teachers' related work performance in schools. The main purpose of this research study is to empirically test the influence of Servant leadership on Work Performance with the Intervening role of Employee Ambidexterity and Moderating Role of Competitive Orientation. Data was collected via questionnaires sent online from 120 teachers working in different schools in Punjab, Pakistan. Different schools in southern Punjab have been used for data-collecting purposes. A convenience sampling technique was used for sampling. The two-step Partial Least Square (PLS) path modeling was used to assess the direct and indirect hypotheses. Data were analyzed using SEM. According to the study's findings, the effect

of Servant Leadership on Work Performance is crucial. The findings also demonstrated that Competitive Orientation functions as a moderator in the relationship between Servant Leadership and Work Performance, and that this framework was mediated by Employee Ambidexterity. Teachers' work performance can be improved when servant leaders encourage them to engage in ambidextrous tasks such as exploration and exploitation, depending on the situation, to handle obstacles and overcome limits. This study considerably reinforces current research on the process by which leadership influences individual behavior and motivation toward work performance by identifying servant leadership as a determinant of competitive orientation and employee ambidexterity. The study will serve as a policy guide for Punjab School administration in areas such as improving staff performance through servant leadership and increasing employee ambidexterity. It will also benefit the subject of human resource management. Organizations should focus on creating a positive work environment for employees and promoting programs that improve peer connections. Employees with a "we" mentality and a desire to serve should be selected for and promoted to supervisory positions to improve organizational member performance. Enhancing employee perceptions of competitive orientation and ambidexterity are also vital, as these variables will motivate employees to act in the organization's best interests. The results of this study show that the impacts are tremendous and beneficial for the educational institutes of Pakistan.

**Keywords:** Work Performance, Servant Leadership, Employee Ambidexterity, Competitive Orientation.

## **Introduction:**

Employee performance is becoming an increasingly relevant subject of management research. Employee work performance has always been a significant challenge in organizational management, and adopting effective methods to motivate employees to deliver and achieve higher levels of work performance while increasing organizational competitiveness is the fundamental goal of every business organization, "Employee work performance is defined as a person's ability to carry out their job duties and responsibilities effectively" (Lee & Wu 2011). Employee work performance is critical for any organization because it ultimately determines the organization's success (Shaughnessy, 2017).

Statistics from around the world revealed that, even in developed countries such as the United States, As of July 2020, the pandemic had affected 98.6% of learners globally, or 1.725 billion children and youth in 200 countries, from pre-primary through higher education. (United Nations, 2020). On the other hand, Pakistan is an under-developing country, with 22.3 percent of the population living in poverty; however, education levels are relatively low, with a literacy rate of 58 percent, and a collectivist culture predominates (World Fact Book, 2013; Pakistan Education statistics, 2013-14) The success of any country is exceptionally founded on its education system. The system of education deals with various issues. The most pressing issue in education today is a lack of innovation and movement in the sector.

Keep because of the above discussion, school is an association playing out the capacity of preparing citizens of a country. In this manner, it is unavoidable to have a thorough system of teachers' work performance. Teachers are the foundation of the educational movement. The achievement and disappointment of educational exercises profoundly rely upon their performance. Their performance is straightforwardly connected to the cycle and result of education. One of the basic elements which have influenced the framework is the teacher(Saeed & Ahmad, 2019). Even though research shows that teachers are the way to the accomplishment of any education system. Hence, the performance of teachers is decided for the improvement of education that is the fundamental

explanation researcher is taking work performance as a reliant variable to beat the difficulties faced by teachers in private schools should be coordinated by servant leaders(Wahyun, 2014). According to Yilmaz Ince, Kabul, and Diler (2020), teachers' performance during COVID-19 was lower than it had been before COVID-19. Small and medium-sized enterprises, as well as manufacturing, education, and other industries, are all affected by the corona virus. COVID-19 has a worldwide impact on many types of enterprises (Allen, 2020).

However, studies demonstrate that in Pakistan the issues of teachers have duplicated with the progression of time which has intensified the overall arrangement of education (Government of Pakistan, 1998). The supervision process is riddled with bureaucratic underpinnings. In essence, the goal of supervision is to help people grow and learn to enhance the performance of both teachers and students(Badshah & Saeed, 2013).

As a result, quality is now seen as a major requirement in the educational system, and teachers play an important role in achieving quality education. Teachers are the backbone of any educational system because they have a significant responsibility to prepare students to be capable citizens of a country in the future. Resultantly, Pakistan has one of the least proficiency rates and quality education (Farooq, 1990). This investigation endeavors to examine the issues faced by teachers which impact their work performance, for example, old teaching techniques, absence of advancement and competition, mobility, and super visional crisis in the south Punjab province of Pakistan. Consequently, both old and new experts have constantly recognized the reason for teachers' performance evaluation as important for their development. (Cubberly, 1929; Danielson, 2001; Zimmerman and Deckert-Pelton, 2003). Therefore, current research is anticipated to enrich the literature on employee performance from the perspective of Pakistan in specific and general (Rashid, Tasmin, Qureshi, & Shafiq, 2017).

The impact of servant leadership on employee behavior and attitudes have grown over the last decade, including organizational commitment (Liden et al., 2008), job satisfaction (Barbuto and Wheeler, 2006), team performance (Schaubroeck et al., 2011), and organizational citizenship behavior (Schaubroeck et al., 2011). (Ehrhart, 2004). However, to the authors' knowledge, there have only been a few research, such as (Otero-Neira et al., 2016), which look at the impact of servant leadership on work role performance. (WRP).

The work performance of employees is hovering from many years in private schools in Pakistan as compared to public schools(Hyun, 2018). Continuous teacher supervision is essential for improving teachers' practices in private schools (Shah, 2010; Arfa, 2021). The most common challenge in Pakistan faced by teachers is supervisory crises which impact their work performance. Many internal and external factors have caused problems for teachers, affecting not only their performance but also their professional careers. Internal factors such as a poor relationship with the boss, a lack of resources, students' diverse attitudes, behavioral issues due to different family backgrounds, work load, and so on. Many external factors influence teachers' performance, including work-life conflict, a lack of motivation, limited career advancement opportunities, rapid technological change, and many others the last major issue is facing by teachers is the crises of supervision(Ashraf, 2015). Instead of providing constructive feedback, supervisors issue orders to teachers, resulting in no improvement (Khan, 1998; Saeed, 2019).

Unquestionably, several studies have been undertaken to determine the reasons why employee performance may decline. For example, major research on work performance has concentrated on individual factors for instance (Neal et al., 2012) (adaptively & pro-activity) and contextual factors (Ghitulescu, 2013; Griffin et al., 2010) (citizenship performance) which influence employee work performance. The findings also reveal that

work performance has a significant impact on these constructs which include contextual performance (Borman & Motowidlo, 1993), citizenship performance (Smith, Organ, & Near, 1983) proactively (Crant, 2000; Frese & Fay, 2001; Parker, Williams, & Turner, 2006) and adaptive performance (Hesketh & Neal, 1999; Pulakos, Arad, Donovan, & Plamondon, 2000).

In literature, different leadership styles yield varied outcomes, both desired and undesirable, which have an impact on employee work performance. As a result, there is an urgent need to examine the leadership style that influences worker performance and positively contributes to organizational goals; this is especially significant considering that prior research on leadership styles and employee performance has produced inconsistent results (Mawoli, 2017). For instance, the democratic leadership style has a substantial impact on work performance (Mohammed, 2013) while autocratic and laissez-faire leadership styles have less or no significant impact on work performance (Mawoli, 2017) whereas ethical leadership was positively associated with employees work performance (Kia, 2019), and transformational leadership is positively related to work performance (Lai, 2020).

The most effective or greatest leadership style achieves desired results for both individual employees and the entire organization. The servant leadership style is the one that has been paid less attention to by researchers (Kumar, 2020). And it is one of the emerging fields of management sciences today that covers most of the attributes of other leadership styles that exist. According to Larry Spears, former president of the Robert Greenleaf Center for Servant Leadership, the ten most essential traits of servant leaders are: Listening, Stewardship, Empathy, Awareness, Healing, Foresight, Persuasion, Conceptualization, Community Building, and Commitment to People's Development (Dowding, 2020).

Numerous researchers in Pakistan investigated the concept of servant leadership within various ventures and with a diverse set of ideas and connections. (Amin, Ahmed, and Soomro, 2019; Chughtai, 2016; Faraz et al., 2019; Abid, Gulzar, and Hussain, 2015; Sehar, 2017; Brohi et al., 2018). Yang and Wei (2018) considered the need for such research, which is primarily concerned with the impact of worker performance and practices on leadership. They further present that exceptionally less information is accessible regarding the impact of employee performance on leadership. While Gandolfi and Stone (2018) contended that there is a need of cultivating boundless mindfulness, acknowledgment, and endorsement of the reasonability of servant leadership inside contemporary organizations.

For many researches in the educational sector, servant leadership has remained a source of contention (Drucker, 2005, Metzcar, 2008, Jacobs, 2011, Aaron & Keith, 2015), with the study revealing a strong relationship between teaching performance and servant leadership. However, to the knowledge of the researchers, just a few examinations is exists up until this point. (Otero-Neira et al., 2016), which examines the impact of servant leadership on work role performance (Kumar, 2020). This was one of the reasons to conduct detailed research to fulfill the gap addressed by Pakistan.

In previous research work performance is used as a multi-dimensional construct (i.e task performance, contextual performance, adaptive performance) in this study the researcher is taking work performance as a uni-dimensional construct to test each dimension of work performance, it hasn't been thoroughly tested before (Zhang, Chen, O'Kane, Xiang, & Wang, 2022).

As a result, the relationship between servant leadership and employee ambidexterity is inconsistent. Past

research Yoshida, Sendjaya, Hirst, and Cooper (2014) demonstrates that servant leadership will have a positive relationship with employee ambidexterity while some research shows that servant leadership has an insignificant relationship with employee ambidexterity. While authors also suggest in future directions that there is a need to add another extraneous variable and use competitive orientation as moderating variable to strengthen this relationship (Marjanova, 2015). Organizations must focus on those qualities that provide a long-term competitive advantage in the present business climate, which is complicated and unpredictable (Wu, 2010). However, only a limited amount of research has been conducted on the drivers of these capabilities (Lopez-Cabrales et al., 2017). Employee support for change is positively associated with competitive orientation, according to research (Cunningham et al., 2002). However, another reason for conducting this study is that the existing studies in Pakistan have negligibly worked on examining the impact of servant leadership on work performance with moderation and mediation of competitive orientation and employee ambidexterity.

Thus, the researcher has taken employee ambidexterity as a mediator and competitive orientation as a moderating mechanism linking servant leadership to employee work performance for the study. It is a preliminary investigation into the impact of servant leadership on employee WRP. This research is significant since today's dynamic, demanding, and complicated work environment necessitates positive organizational behavior on the part of employees. Servant leadership assists employees in becoming servants and displaying positive organizational behavior, such as endorsing and supporting the organization, improving organizational effectiveness, proactively initiating organizational changes, and so on, all of which are necessary for today's competitive workplace (Otero-Neira et al., 2016).

This research is important in several ways, the study has added value to the literature on Work Performance by giving deep insight into leadership strategies concerning the perspective of Pakistan. The relationships which are focused on in this research have been examined before in other contexts (Kumar, 2020) Individuals and contextual elements that influence employee work performance have been discovered in previous studies, with leadership being one of the most important contextual factors. Studies show that servant leadership effect work fulfillment Also, servant leadership's effect on work performance with the intervening part of employee ambidexterity and the directing job of competitive orientation are under-investigated.

The study's key addition is that it incorporates the self-determination theory (SDT) into its explanation of the relationship between servant leadership and work performance. This study has provided the contribution of servant leadership toward work performance in the private school sector of South Punjab Pakistan. The findings of this investigation are beneficial for the policymakers to make new strategies for flourishing leadership concepts in the schooling sectors of Pakistan to increase the performance of teachers and also encourage teachers to participate in ambidextrous activities. As already know that teachers are the backbone of our nation and students' achievement is all dependent on teachers' efforts. The accomplishment of any country is exceptionally founded on its education system. Consequently, quality is currently viewed as a major model of the education system and teachers assume an instrumental part in accomplishing quality education. According to the findings, teachers' performance has an impact on students' learning.

The findings of the present study possibly will facilitate the policy makers, education administrators, department heads, and particularly the private school's management to progress effective step-by-step planning to maintain and improve employee performance. Therefore, this research might be used as a strategic tool for controlling employee performance. Furthermore, due to the paucity of empirical research on employee work performance in the setting of Pakistan, this study is expected to inspire other researchers and can widen the opportunities for

future research projects, to the best of the researcher's knowledge. This study contributes towards the betterment of the educational institutes of South Punjab Pakistan.

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 accelerated with the support of servant leadership, through the mediating effect of employee ambidexterity, as well as by taking into the account moderating effect of competitive orientation between the relationship of servant leadership and employee ambidexterity in the Private School Sector of Pakistan". These variables are studied in the literature; however, they are not modeled together in a single conceptual framework before. This theoretical gap is meant to increase the existing body of literature on work performance and hence has a significant contribution to the beginning of servant leadership style and ambidextrous activities in a private school in Pakistan. Research questions are given below:

1. Do Servant leadership impact Work Performance?
2. Does Servant Leadership impact Employee Ambidexterity?
3. Do Employee Ambidexterity Impact Work Performance?
4. Does Employee Ambidexterity mediate the relationship between Servant Leadership and Work Performance?
5. Does Competitive orientation moderate the relationship between Servant Leadership and Employee Ambidexterity?

The research objectives are explained as under:

1. To examine the impact of Servant leadership on Work Performance.
2. To examine the impact of Servant Leadership on Employee Ambidexterity.
3. To examine the impact of Employee Ambidexterity on Work Performance.
4. To examine the mediating effect of Employee Ambidexterity between Servant Leadership and Work Performance.
5. To examine the moderating effect of Competitive Orientation on Servant Leadership and Employee Ambidexterity.

## **Literature Review and Hypothesis Development**

### **Underpinning Theory:**

**Self-determination theory** (SDT) is a comprehensive theory of human personality and motivation concerned with how the individual interfaces with and relies upon the social environment. SDT indicates the characteristic and a few kinds of extraneous inspiration and layouts of how these inspirations affect the situational reactions in numerous spaces, just as the social and psychological turn of events and characters. SDT relies upon the

major humanistic notion that individuals usually and sufficiently organize themselves toward improvement and self-affiliation. All in all, individuals attempt to expand and understand themselves by planning the latest experiences; building up their necessities, interests, and wants; and by the partner with others and the remainder of the world. In any case, SDT also indicates that this basic advancement tendency should not be normal and that individuals can get controlled, partitioned, and offend if their principal mental prerequisites for self-administration, capacity, and relatedness are sabotaged by a lacking of the social environment. As per the self-determination theory an individual need to notice the accompanying characteristics to accomplish psychological development such as competence, relatedness, and autonomy.

Self-determination theory is accurately related to all of our variables when servant leaders are fulfilling the needs and requirements of their employees ethically, providing freedom, supporting them, and giving them a very friendly environment employees are highly determinant and motivated towards their work this leads them to focus on beating the competition and participate in both explorative and exploitative activities which directly enhances the work performance of employees. Firstly, when aligning Self-determination theory with our very first hypothesized relationship “Servant leadership and Work performance” When servant leaders are connected with their employees putting their needs and want as a priority through which employees show a positive attitude toward their work performance. Secondly, line up with our second hypothesized relationship “Servant Leadership and Employee Ambidexterity” which includes the qualities of SDT’s two components Competence and Relatedness as well.

Thirdly, Employee Ambidexterity and Work Performance our third hypothesized relationship also interlinked with Self determinate theory by including the attributes of Competence and Autonomy. Similarly, our Fourth hypothesized relationship Mediating role of Employee Ambidexterity between Servant Leadership and Work Performance, and the Fifth hypothesized relationship Moderating effect of Competitive Orientation on servant leadership and employee ambidexterity are also showing characteristics of Self-determination theory.

## **Work Performance:**

Delery and Doty (1996) express that Performance insinuates keeping up the plans while focusing on the outcomes. Notwithstanding the way that shows assessment is the focal point of performance of the organization. Past researcher Cardy (2004) demonstrates that the performance of an organization or an individual relies eagerly on every single organizational game plan, practice, and configuration highlight of an organization. This holistic viewpoint delivers a configurationally address to managing crucial HR the executives who fight that instances of HR work out, rather than single activities, are critical to achieving organizational objectives(2013). Researchers have various perceptions of performance, however, the vast majority of performance is with the estimation of conditional productivity and viability towards organizational objectives (Barney, 1991; Stannack, 1996). Work-related performance commitments are referred to as "work roles" (Neal et al., 2012).

Employee work performance has always been a major test in organizational management, and finding compelling ways to inspire employees to achieve and communicate improved job performance while also increasing organizational competitiveness is the fundamental goal of every commercial organization (Neal, 2007).

The employee is a critical component in the process of carrying out the organization’s mission and vision, particularly in the production sphere. To ensure the quantity and quality of their work, employees must achieve the organization's performance criteria. To satisfy organizational standards, employees want a work environment that allows them to work freely and without issues that restrict them from attaining their full

potential (Raziq & Maulabakhsh, 2015). They also need a suitable superior who will provide them with this environment while also motivating them to work properly and making them feel satisfied with their work (Ingaldi & Dziuba, 2020).

According to Ryan (1987), management that strives for a consistent workplace regularly expresses concern for employees' needs and sentiments, provides positive criticism, and encourages them to communicate their interests, develop the latest skills, and deal with business-related concerns.

Numerous elements impact the teachers' work performance like inclination, attitude, personal characteristics, subject authority, teaching philosophy, the classroom environment, character, relations with students, general mental capacity, readiness and arranging, the viability in introducing topics, relations with other staff, personal growth, balance, keenness, teaching strategies, relations with guardians and local area, communications with students, teaching ability exhibited inspirational abilities, decency in reviewing and teachers' demeanor toward the students and so forth (Akram, 2010).

Subsequently, work performance accomplishes advancement, development, performance, and firm performance all in all, with the goal that compelling effort of fulfilled, impelled, and given human asset produce inventive contemplations for new things or organizations, and augmentation quality performance, usable performances, and employee satisfaction, in the field of organizational behavior, the synonym for work performance has evolved over the last 40 years (Neal, 2007).

Numerous scientists have discovered the various convictions, attitudes, and considerations about performance as it cultivates the estimation of info and yield proficiency estimates that lead to value-based organization (Thakur, 2019).

## **Servant Leadership**

According to Hao and Yazdanifard (2015), leaders are viewed as members of the organization who are accountable for a variety of activities including planning, coordinating, assessing, inspiring, and so on. Furthermore, they are qualified with a variety of capacities and work experience to assist the workforce in accomplishing the organization's goals (Magusa, 2019). In an organizational sense, the word "leader" refers to an individual who holds a managerial role and has the authority to issue orders to other members of the organization (Sendjaya & Sarros, 2002). Leaders have a significant effect on their organizations, clients, employees, and other shareholders. Traditional authoritarian leadership approaches no longer guarantee long-term financial and social benefits for firms in today's tough and dynamic world, people are more conscious. As a result, there has been a constant demand for the traditional leadership criteria can be replaced and prestige to be transmitted to a new model of leadership that will promote trust, facilitate a strong moral compass, and foster social responsibility in today's organizations to ensure success and benefit (Van Dierendonck & Nuijten, 2011). The idea of servant leadership in response to a "leadership crisis" expresses itself in a wide gap between society's "reasonable and practicable" quality and the actual effectiveness of the institutions that exist to serve it, i.e. The "system" is marked by "pervasive inequity" and hypocrisy, and it is governed by leaders who are solely concerned with themselves and constantly seek power to obtain respect (Sendjaya & Sarros, 2002). Greenleaf visualized the disappointment with this uniqueness will drive an ever-increasing number of individuals to become "certifiable builders of a superior society". These individuals will react just to "people who are picked as leaders since they are trusted as workers" or become servant leaders themselves.

As an expanding field of research, the leadership of private servants connects leadership with virtues, ethics, and morality (Saleem, 2020). This facet of servant leadership is currently under-researched, partly because servant leadership studies have not been applied to intra-organizational communication. Greenleaf's original theories, on the other hand, In his philosophy, emphasize service to society and call for servant-led organizations

to shape society (Mirakyan, 2017).

Servant leadership is more of a mindset than a form of leadership. It is a leadership philosophy that pervades each aspect of a leader's success.

Servant leaders consideration on the government assistance help of the enthusiasts (Tasmin, 2017). In the normal worldview, leaders are frequently seen as disentangling saints who have control and order capacities (Saleem, 2020). The expression "servant leader" has every one of the reserves of being a befuddling articulation and is generally seen as unimaginable.

A certified leader has a sweeping method to manage work with the fundamental motivation to serve others, which is then joined with the vision of a leader (Spears, 1996). The strategy of Servant leadership focuses on engaging devotees, including them in dynamic and continually supporting their turn of events. The point of view of Parris and Peachey (2013) look for a plane that is higher in altitude of movement through servant leadership, and their incredible motivation in the organization is their yearning to serve their devotees. The two segments of servant leadership "to serve" & "to lead" are huge for prospering of an organization

According to Sendjaya and Sarros (2002), "the servant leader deals with an assumption that 'I am the leader, along these lines, I serve' rather than 'I'm the leader, in this way, I lead. Servant leader highlights good and unassuming usage of power to support trusting and authentic connection with followers and builds up a system for a positive workplace (Zoltan, 2019). Servant leaders, in particular, have a vision for the development and advancement of their subordinates, through which they gain trust and authenticity, which enables servant-leaders to get the best out of their subordinates (Jaiswal, 2015).

### **Employee Ambidexterity:**

Duncan coined the term "ambidextrous," in which "Ambi" refers to both the left and right sides, and "Dexter" refers to skill. Ambidexterity is of three types, primary, context-oriented, and consecutive ambidexterity. It is better understood by achieving flexibility, both an arrangement, where the first is related to exploitation and the second, is related to exploration. Colbert (2004) states that Ambidexterity is significant because the legitimate organization among exploration and exploitation mirrors a complex capacity that gives an upper hand past those got by every action individually (Vallina, 2018).

According to Frenkel and Bednall (2016), in the age of globalization, ambidexterity allows a corporation to maintain a competitive advantage by adjusting quickly to market changes (Heidenreich, 2020). Ambidexterity is the aftereffect of power that incorporates both simultaneous and following ensuing in regards to joining the production of exploitation and exploration-related exercises inside a particular period, and can result from and shows itself at both individual and authoritative levels (Chen, 2016).

Ambidexterity mentions the companies or individuals who can constantly make use of already present knowledge to transmit transitory efficiency while remaining innovative in the long haul. This allows businesses or individuals to explore new knowledge and ideas. (Chen, 2019). The concept of ambidexterity is used in a variety of research jurisdictions, including key organizational learning, administration, leadership activities, and organizational conduct (Ferrer-Franco, 2018). Individual, organizational, and group research on ambidexterity has so far been separated into three categories. Most ambidexterity focused on the organization and group level least research is focused on the employee level which is so essential (Rowley, 2018).

Employee ambidexterity can be interpreted as the merger of individual exploration and exploitation (Rowley, 2018). Ferrer-Franco (2018) further elaborated that Ambidextrous employees execute clashing exercises in their quest for various goals, for example, efficiency arranged routine undertakings (exploitative exercises) and adaptability improving no routine assignments (exploratory exercises) (Rowley, 2018). Most research centers around researching manager ambidexterity, which mentions supervisors who at the same time take part in exploitative, exploratory innovation (Wald, 2019). Employee motivation may be a factor influencing the

decision to explore or manipulate, demonstrating that ambidexterity can start with an individual. Employee ambidexterity is not only appropriate for administrators but also for employees (Chen, 2019). Employee ambidexterity includes two particulars, however, entwined knowledge-creating measures that stimulate knowledge streams between employees, to be specifically (1) ambidextrous knowledge offering and (2) ambidextrous knowledge-chasing. The search for ambidextrous knowledge refers to measures that emphasize the discovery of knowledge corresponding to its range of capabilities to progressively improve the implementation cycles, in particular, the search for exploiting knowledge and gaining new knowledge at a range of capabilities to stimulate existing methods and perform in better ways than direct businesses, such as seeking exploratory knowledge (Heidenreich, 2020).

According to Shamim (2020), Employee ambidexterity poses a challenge because individuals' expressions tend to be skewed against either exploration or exploitation activities, and switching between these two approaches is always difficult. Individuals' long-term commitment to one way of operation, though not a trait, is deeply ingrained, and altering it takes time and effort. The quest for the latest knowledge as a significant essential to enhance products and administrations has been recognized by many studies (Zhang et al; 2017). Employee ambidexterity, as defined by multiple authors, refers to the utilization of knowledge gained through exploration and exploitation measures at the exploitation level to achieve powerful knowledge amassing that fosters work performance (Heidenreich, 2020).

### **Competitive Orientation:**

Before the 1990s, the significant decision worldview in competition research actualized competitive guidance as a one-dimensional construct (Fulop & Orosz, 2015). This methodology characterized competition as a craving to achieve success in relational circumstances (Orosz, 2018). The competitive needs are repeating subjects in the literature of tasks, and are characterized as techniques suggested by organizations for taking part in the commercial place (Chen, 2014).

“The capacity to learn quicker than your competitors might be the lone supportable competitive advantage” (Bowen, 2019).

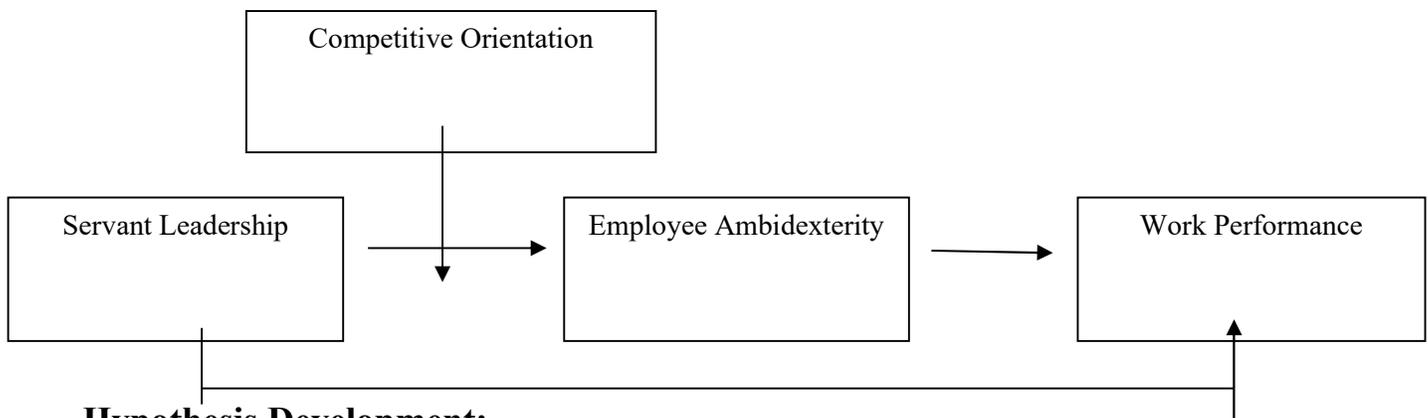
Orosz (2018) stated that few researchers emphasized that operations are increasingly playing a strategic role in the company. As indicated by them, organizations, when perceived as the essential job of activities, ought to be adjusted their essential outer vision to their inward production. The connection between these capacities as competitor needs (Chen, 2014). Supplementing and further building up the two measurements of the current model, Franken and Brown (1995) recognized five components of competitiveness: fulfillment which is due to its improved performance; fulfillment of great performance; inspiration to invest energy; mentioning for troublesome undertakings, and want to gain, referring to the significance of gaining upon others (Buk, 2018). A study elaborates that obtaining competitive orientation by achieving a certain level of work performance within the organization is the main situation of a successful organization in the long run (Coelho, 2018). If organizations need to get current and likely competitors, they need to assess their positions, create suitable strategies, and react rapidly to competitors' actions; and market elements with brief exact activities in the short run and simultaneously change showcasing programs over the long-haul (Bowen, 2019).

Zhang (2020) stated that competitive orientation is part of clarifying organizations' conduct concerning: conventional strategies (general key direction); their relationship with the environment; their place in the market, the inclination to adjust, explore, assault, innovate; and so forth. Porter's perspective on the system comprises firms working in businesses and that, to acquire a competitive advantage that creates superior benefits, they should take a separate course in comparison to the competition (Galbreath, 2019). Competitive orientation requires an organization to comprehend both the current genuine competitors, just as the expected

ones, as far as solid and frail focuses on the present moment and the impact of their abilities and strategies in the long run (Bowen, 2019).

Tisch (2019) stated that distinctive business methodologies diversify the creative capacity to implement effective operational angles. As per them, the arrangement of abilities and organizational strategy may influence organizational performance. To gain a competitive edge, organizations must meet future competition and challenges and pick features of their environment for a more beneficial alignment (Luckenbach, 2019). Perceiving and reacting to promising situations arising from changes in the current environment can lead to the achievement and support of an organization's climb in performance (Lee, 2019). Specifically, competitive orientation grants firms to pass on a particular motivation to employees (Vorhies et al., 2009). It impacts how much the authoritative setting lookout or welcomes the time of new information and developments from various sources inside the firm (Zhang, 2020).

### **Research Model:**



### **Hypothesis Development:**

The hypothesis is an essential part of any research. The hypothesis is referred to as the statement that indicates the relationship between two or more two variables. Based on the theoretical framework, the researcher formalized the hypothesis. Relationships between all variables are explained along with hypothesis development.

### **Servant Leadership and Work Performance:**

Servant leadership is huge today, according to Van Dierendonck (2011), because leadership is moving toward a methodology that is more coordinated to setting out progress open entrances for employees, remembering the ideal of organization for the leader-follower relationship, and emphasizing the importance of correspondence, which servant leaders do ("Supervisory servant," 2015). As indicated by Bass servant leadership assumes an essential part in satisfying followers' necessities so they can arrive at the shared objectives. Servant leadership centers on compelling connections between the leaders and the subordinates, which considers the supportability and accomplishment of the organization.

P. Kumar (2020) observationally found that servant leadership by suggestion impacts work performance; servant leaders give independence and freedom which achieves tremendous degrees of performance of their subordinates. 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 positively related to 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. Sena, Currie, McCann, Macleod, and Howells (2014) characterized Employee ambidexterity as 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 (Aboud, 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 (Faraz, 2019). While unexpectedly expressing this matter, 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 (Alafeshat & Tanova, 2019). Therefore, academicians began exploring a leadership style that is prevalently distressed about the employees' necessities, known as servant leadership (Ahmed & Mugha, 2019). For this purpose, Servant leadership focuses on the employees reaching a successful work performance and exploring and exploiting skills (Aboud, 2019). Yet additionally, servant leaders upgrade additional exertion (exploitation) by (Ferrer-Franco, 2018). When a Servant Leader shares authority, prioritizes the needs of his or her staff, and assists them in developing and performing at their best, employees are highly engaged in their work and try to explore and exploit activities. Therefore, the researcher developed the following hypothesis.

**H2: Servant leadership gives a positive impact on 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 (Heidenreich, 2020).

Employee ambidexterity, which is bolstered by examples of adaptable change, allows employees to accommodate predictable changes in their knowledge base and boundaries with organizational rules, procedures, and surroundings (Y. Zhang, 2020). For performing better in the firm, the performance of the employees in the organization needs to be more innovative and creative. Innovative ideas generated by the employees lead to organizational success, prosperity, and survival of better work performance. Employee exploration and exploitation, taken together, are likely to be important for increasing employee work performance in any organization. Hence we can say that employee ambidexterity is a significant component of improving work performance in the organization. Therefore, the researcher developed the following hypothesis:

**H3: Employee ambidexterity (exploration and exploitation) gives a positive impact on work performance.**

## **The mediating role of Employee Ambidexterity between Servant Leadership and Work Performance:**

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 (Tanova, 2019).

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 relationship between 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 Albrecht's (2012)'s research, the leader has a role to play in motivating and engaging workers 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 (Aboud, 2019). Therefore, the researcher has developed the following hypothesis:

**H4: Employee ambidexterity works as a mediator between servant leadership and work performance.**

## **Moderating effect of Competitive Orientation:**

At the point when an organization is competitively engaged, it continually assesses its qualities and shortcomings in contrast with its competitors. An exhibition evaluation can include factors such as the efficacy of the creation, pricing, delivery times, customer loyalty, development, employee retention, and market share. For success in any organization competition and continuous innovation is necessary Ambidexterity can enable a company to improve its performance to maintain a competitive advantage by taking advantage of both existing business opportunities (exploitation) for short-term gains and fresh, novel business opportunities for long-term gains (exploration)(Chang, 2019). Zhang (2020) stated that employees' exploration to investigate the latest skills and individual assets in their projects is a close match for a competitive orientation that is more focused on distinction. Employee exploitation, on the other side, is all the more firmly lined up with a competitive orientation that is more centered around cost efficiency, as it would by and a large focus on job effectiveness and maximizing the advantages from employees' present knowledge and capacities. Competition is an essential component for success in every organization similarly employees need to be competitively oriented to achieve better work performance. Therefore, the researcher developed the following hypothesis.

**H5: Competitive Orientation work as a moderator on servant leadership and employee ambidexterity.**

## **Research Methodology**

The current research is examining the Impact of Servant leadership on Work Performance with the Mediating Role of Employee Ambidexterity and Moderating Role of Competitive Orientation. The quantitative research method was used in this study, which is justified and discussed further in the following paragraphs. The cross-sectional strategy is used in terms of technique, with data collected only once to answer the research questions. However, the current study's unit of analysis is individuals, and the sample is teachers from private schools in south Punjab, Pakistan. This research study is examining the Impact of Servant leadership on Work Performance with the Mediating Role of Employee Ambidexterity and Moderating Role of Competitive Orientation. Current research is examining the cause-and-effect approach in the research. The research model further moderates and mediates the relationship between servant leadership and work performance through employee ambidexterity

and competitive orientation respectively. The population of the study in the case of social sciences is quite huge in numbers and hence the collection of the observations from all the objects or individuals is practically not possible. The researcher used the questionnaire to collect data from teachers working in private schools in Pakistan, following earlier research on employee ambidexterity (explorative and exploitative) behaviors that used a sample from one or a few organizations

There are a few reasons on behalf of which researchers considered teachers of private schools as a population: Teachers are the most active, knowledgeable, and important assets in any academic institution. Because no academic institution can function well and survive if the teachers are not performed well in their work. In addition to this justification, teachers in Pakistan's private schools faced several challenges such as innovation, unbearable work stress, supervisor crises, increase turnover rate, and lower pay concerning the country's economic situation, all of which deserve more attention. Finally, the nature of work performance among private school teachers requires further investigation (Ashraf, 2015). There are a few reasons based on which researcher is taking the population of educational institutes such as schools.

**Table 1: Distribution of Educational institutions in Pakistan**

Schools	Grades	% of total Educational Institutes	% of total Private Institutes	Enrollment	% of Enrollment in Private sector	No. of Teachers	% of Teachers in Private sector
Primary	1-5	59.2%	12%	17.377 Million	34%	425,059	21%

The researcher only considered schools located in southern Punjab which were considerably easily reachable. However, this research has only considered 10 private schools in Bahawalpur, 10 private schools in Rahim yar khan, and 10 private schools located in Multan. For the present study, the researcher did not include the entire private schools in this study, which were located in various parts of the country like Sindh, Khyber-Pakhtunkhwa, Peshawar, and Baluchistan. While an up-to-date list of faculty members for each private school was not available on the official website of Pakistan's Private Education Provider Registration and Information System (PEPRIS), and school registrar offices keep faculty members' information confidential.

**Table 2: Selected Numbers of Private Schools under Each Area**

<b>Bahawalpur</b>	<b>Multan</b>	<b>Rahimyar Khan</b>
Army Public School	Army Public School	Army Public School
Bloomfield Hall	Bloomfield Hall	Bloomfield Hall
The City School	The City School	The City School
Alpina School	Cambridge International School system	The Knowledge School
Beacon house School System	Beacon house School System	Beacon house School System
The Educators School	The Educators School	The Educators School

The Pace School	Lahore Grammar School	Lahore Grammar School
Dominican Convent School	Britain International Schools System	British International Schools System
Allied School	Allied School	Allied School
Fauji Foundation School	Fauji Foundation School	Fauji Foundation School

The researcher selected a convenience sampling method for this study. The minimum sample size for the current study is 200, according to Comrey and Lee (1992), this sample appears to be sufficient and fair for statistical analysis given the use of four variables. Similarly, Hair et al. (2011, 2014) recommended a minimum sample size of 100-200 respondents for PLS-SEM analysis. The current research distributed 200 questionnaires based on these estimates. As a result, the study's sample size was 120 responses.

To measure the work performance researcher adopts a six items scale from the author (Tsui, Pearce, Porter, & Tripoli, 1997). To assess competitive orientation, the researcher used two-dimensional scales developed by nine items (Vorhies, 2009), To measure employee ambidexterity (exploration, exploitation) the eleven items scale developed by Mom and Bosch (2007) is used (Mom & Bosch, 2007) and the independent variable i.e. the servant leadership measured through the five items scale developed by (Jaramillo, Grisaffe, Chonko, & Roberts, 2009). The researcher used 5 point Likert scale to measure the variables. The structured questionnaire has been divided into two sections, the first segment takes demographic data from respondents, while the second section collects data on operational items. I.e. servant leadership, work performance, employee ambidexterity, and competitive orientation. In current research data is collected via questionnaires sent online from the teachers working in different schools in Punjab, Pakistan. Descriptive statistical analysis and structural equation modeling (SEM-PLS) will be utilized to process the data analysis and test the hypothesis.

### **Analysis and Results**

This section presents the distribution of the demographic profile of respondents. Demographics include gender, education level, work experience, and community type of respondents. Overall 200 questionnaires were distributed out of which 120 responded and completed the survey. As due to the pandemic situation the respondents and their responses were not up to expectations. Out of these 120 respondents, 27.5% were males and 72.5% were females. In this sample of teachers, the minimum age group was 22 whereas the maximum age group of the teachers was 55 years. The population selected for this survey consisted of Schools in southern Punjab. These Schools are functioning in different cities in Southern Pakistan. The data was collected from, Multan, Bahawalpur, and Rahimyar khan, regions Data/responses were gathered using questionnaires. Out of 120 respondents, 27.5% were males and 72.5% were females among 120 respondents. The education levels show that 35.8% of the respondents are graduates, and 28.4% are postgraduates. While 35.8% of the respondents belong to the other category which means some of them are from the level of Masters, MPhils, etc. Out of 120 respondents, 21.7% have less than one year of experience, 53.3% of employees have one to five years of experience and 25% have more than five years of experience. Furthermore, community type shows that 3.3% of employees are from rural areas while 96.7% are from urban areas. The multi-collinearity is not an issue among the exogenous latent variables, as all the values of VIF are less than 3.

### **Measurement Model.**

Table 3: Latent Variables Outer Loadings, Cronbach's Alpha, Composite Reliability, and AVE (Average Variance Extracted)  
**Latent Variables**

		<b>Outer loadings</b>	<b>Cronbach's Alpha</b>	<b>CR</b>	<b>AVE</b>
Servant Leadership	SL1	0.882	0.91	0.933	0.737
	SL2	0.895			
	SL3	0.842			
	SL4	0.816			
	SL5	0.853			
Employee Ambidexterity	EA1	0.781	0.902	0.918	0.505
	EA2	0.691			
	EA3	0.646			
	EA4	0.738			
	EA5	0.745			
	EA6	0.641			
	EA7	0.773			
	EA8	0.740			
	EA9	0.732			
	EA10	0.636			
	EA11	0.673			
Work Performance	WP1	0.846	0.905	0.927	0.678
	WP2	0.866			
	WP3	0.770			

	WP4	0.812			
	WP5	0.824			
	WP6	0.821			
	CO1	0.848	0.894	0.894	0.809
	CO2	0.861			
	CO3	0.842			
	CO4	0.840			
Competitive Orientation	CO5	0.870			
	CO6	0.802			
	CO7	0.634			
	CO8	0.795			
	CO9	0.679			

All the latent constructs show internal consistency as the value of Cronbach’s alpha and Composite reliability is greater than 0.70 and less than 0.95 as shown in table 3. The outer loadings of each indicator establish reliability. All value of the construct's Cronbach’s alpha, composite reliability, and average variance extracted (AVE) is according to the criteria, showing internal consistency reliability and convergent validity of constructs. These outcomes declared that the internal consistency reliability and convergent validity of our measurement model are no problem.

**Table 4 Fornell-Larcker**

Constructs	<b>Competitive Orientation</b>	<b>Employee Ambidexterity</b>	<b>Servant Leadership</b>	<b>Work Performance</b>
Competitive Orientation	0.793			
Employee Ambidexterity	0.534	0.711		
Servant Leadership	0.576	0.469	0.858	
Work Performance	0.407	0.519	0.347	0.824

**Table 5: Heterotarit-Monotarit Ratios**

	<b>Competitive Orientation</b>	<b>Employee Ambidexterity</b>	<b>Servant Leadership</b>	<b>Work Performance</b>
Competitive Orientation				
Employee Ambidexterity	0.566			
Servant Leadership	0.619	0.505		
Work Performance	0.432	0.567	0.37	

The above table no 4 and 5 indicate that the results of both measures (Fornell-Larcker and HTMT ratios) are according to standard and denote that all the variables are discriminately validated.

**Model Fit Evaluation**

A recommended value range for SRMR is 0 to 1. The SRMR of the estimated model is 0.089, the saturated model is 0.088, and representing that model is well-fitted with the data.

**Structural Model**

The outcomes of the path coefficient test for all hypotheses are given below in table 6 and 7 contains the result of the direct, mediated relationship and the result of moderation.

**Table 6: Assessment of Path Coefficients**

<b>Direct Relations</b>					
	<b>B</b>	<b>SD</b>	<b>T</b>	<b>P</b>	<b>Results</b>
Servant Leadership ---> Work Performance	0.144	0.103	1.292	0.098	Not accepted
Servant Leadership ----> Employee Ambidexterity	0.247	0.115	2.102	0.018*	Accepted
Employee Ambidexterity ---> Work Performance	0.456	0.118	3.869	0*	Accepted
<b>Indirect Relations (Mediation)</b>					
Servant Leadership ---> Employee Ambidexterity-- -> Work Performance	0.107	0.051	2.173	0.015*	Accepted
<b>Moderation</b>					
SL*CO ----> Employee Ambidexterity	0.023	0.054	0.883	0.189	Not accepted

Note: \*significant at 0.05 (1-tailed)

Table no 6 demonstrate that the three hypotheses are accepted as their t statistics and p values are according to specific criteria (Joe F Hair et al., 2011). The first hypothesis (H1) proposed that: Servant leadership is positively related to employees' work performance. This hypothesis is rejected as their t-statistics is 1.292, p is 0.098 and  $\beta$  is 0.144. For a relationship to be significant p-value must be less than 0.05 and the t-statistic must be greater than 1.96. The result of the path coefficient shows that the p-value is greater than 0.05 and the t-statistic is less than 1.96 for H1, therefore, this hypothesis is not accepted. The second hypothesis (H2) was that: Servant leadership gives a positive impact on employee ambidexterity and this hypothesis is accepted as their t-statistics is 2.102, p is 0.018 and  $\beta$  is 0.247. The third direct hypothesis of the study was that employee ambidexterity (exploration and exploitation) gives a significantly positive impact on work performance. This hypothesis is also accepted. As p-value is 0 which is less than 0.05 and t statistics is 3.869 which is greater than 1.96 and  $\beta$  is 0.456.

The fourth hypothesis was formed to test the mediating effect between servant leadership and employee work performance. Therefore, hypothesis H4 articulated that; Employee ambidexterity works as a mediator between servant leadership and work performance. This hypothesis is accepted as t statistics is 2.173 and p is 0.015 and  $\beta$  is 0.107. As per the moderation, the fifth hypothesis H5 was postulated: Competitive Orientation work as a moderator on servant leadership and employee ambidexterity. The path coefficient result shows that the p-value is 0.189 which should be less than 0.05 and t statistics is 0.883 which should be greater than 1.96, and  $\beta$  is 0.023 therefore the hypothesis of moderation is not accepted.

**Evaluation of Coefficient of Determination**

The value of  $R^2$  range from zero to one. Moreover, Chin (1998) recommended that the  $R^2$  of 0.13 is considered weak, 0.33 as moderate, and 0.67 is considered as strong. The coefficient of determination for endogenous constructs is given in table 7 below.

**Table 7 Assessment of  $R^2$**

	<b>R Square</b>	<b>Results</b>
Employee Ambidexterity	0.33	Moderate
Work Performance	0.284	Weak

The table above no 7 represents that two variables serve as an endogenous variables such as employee ambidexterity and work performance. The level of  $R^2$  in employee ambidexterity is 0.33 which is caused by two exogenous constructs that are servant leadership and competitive orientation. It means that a 33% variance in employee ambidexterity is due to servant leadership and competitive orientation. Hence, predictive power is moderate. Whereas the level of  $R^2$  in work performance is 0.284 and this amount of variance in employee work performance is because of servant leadership and employee ambidexterity.

**Evaluation of Effect Size**

Cohen (1988) classifies the effect size into three values such as 0.02, 0.13, and 0.35 indicating a weak, moderate, and substantial relationship among latent variables, respectively. The effect size for the relationships of this study is given below in table 8.

**Table 8 Assessment of  $f^2$**

<b>Relationships</b>	<b><math>f^2</math></b>	<b>Results</b>
Servant Leadership ---> Work Performance	0.019	Small Effect
Servant Leadership----> Employee Ambidexterity	0.058	Large Effect
Employee Ambidexterity---> Work Performance	0.228	Medium Effect
SL*CO ----> Employee Ambidexterity	0.012	Small Effect

The above table no 8 shows that servant leadership has a small effect on employee performance whereas servant leadership has a strong effect on employee ambidexterity. Employee ambidexterity has a moderate effect on employee work performance. The moderator of the study i.e., competitive orientation demonstrates the small effect size on employee ambidexterity.

**Estimation of  $Q^2$**

$Q^2$  is categorized into three values by Chin (1998) that are 0.02 indicates small, 0.15 represents moderate and 0.34 shows the strong predictive accuracy of the model for a certain endogenous variable. Table no 9 shows the results of  $Q^2$  for employee ambidexterity and work performance (endogenous variables in the study).

**Table 9 Assessment of  $Q^2$**

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Ambidexterity	1320	1118.496	0.153
Work Performance	720	591.107	0.179

The results of cross-validate redundancy are consistent with the proposed criteria (Hair et al., 2011). The  $Q^2$  is greater than 0 for all endogenous constructs– indicating the predictive accuracy of the model for these constructs. According to Chin (1998) criteria, employee ambidexterity, and work performance demonstrate the medium predictive relevance for the structural model as having a  $Q^2$  of 0.153 and 0.179 respectively.

## **DISCUSSION AND CONCLUSION**

In this study, quantitative data have collected from faculty of private schools in Pakistan, using a convenience sampling technique and the respondents were teachers working in private schools. A structured questionnaire was distributed directly to teachers in various locations across South Punjab, Pakistan. The response rate of the survey was approximately 60 percent which has been considered satisfactory for the research survey. Furthermore, this section aids in determining whether or not all of the study's objectives, which were established at the start of the study, have been fairly achieved. The consequences of the analysis will assist with addressing research questions. Each research question of the examination manages an individual hypothesis for that question.

The research and results indicated that the first hypothesis of this study, namely, the impact of servant leadership on work performance, was not accepted. This study revealed servant leadership gives an insignificant impact on work performance. It may be because of the reason that it's not always necessary if there is an overly positive relationship between results e.g. servant leadership to employee work performance and employees of private schools in Pakistan did not find out the qualities of servant leadership in their supervisors. A possible explanation for this result is that, in developing Asian countries, specifically in the context of private schools in Pakistan, faculty concentrates more on their promotion, increments, and career choices rather than their supervisor's leadership qualities and their impact on teachers' work performance. As a result, the current study's findings coincide with those of earlier studies (Lisbijanto & 2014).

The second hypothesis assumes that servant leadership has a significant relationship with employee ambidexterity's results of H2. From the previous studies, it is evident that servant leadership has a strong impact on the relationship of employee ambidexterity, and adopting employee ambidexterity (exploration/exploitation) encourages the employees to achieve innovation and creativeness in their work. Moreover, when servant leaders promote employee ambidexterity teachers of private schools are highly engaged in their work and try to achieve more advantages by being involved in exploration or exploitation. The results were consistent with previous findings such as those (Jaiswal & Dhar, 2017).

The third hypothesis assumes that employee ambidexterity has a significant relationship with the work performance results of H3. When employees are engaged in ambidexterity (exploration/exploitation) they explore and exploit activities that give beneficial results through which their work performance may increase. The findings of the study show that faculty members who are strongly committed to employee ambidexterity have higher chances to improve their work performance. The result of this hypothesis is similar to previous studies e.g. (Anitha, 2013; ÇELİK, 2014; Heidenreich S., 2020).

The current study's fourth hypothesis is that employee ambidexterity mediates the relationship between servant leadership and work performance, resulting in favorably significant outcomes. The results were consistent with previous findings such as (Seo & Lee, 2017; Aboud, 2019). The reason for this positively significant result is that when leaders in schools promote employee ambidexterity (exploration/exploitation) teachers are highly motivated and self-determined and their work performance increases. This is also evident in a self-determination theory of employee engagement which is related to an individual's need for autonomy (Legault, 2017). Moreover, in this current study, both dimensions of employee ambidexterity have been examined separately. The study's final objective was to examine the impact of competitive orientation in moderating the relationship between servant leadership and employee ambidexterity. The study found that competitive orientation does not have any moderating effect on the relationship between servant leadership and employee ambidexterity in the context of private schools. As Pakistan is a developing country, the competition between employees particularly in the education sector is not that much as compared with the developed countries. There are several possible explanations for this insignificant finding.

Firstly, the moderating effect of competitive orientation is insignificant concerning servant leadership and employee ambidexterity because it was not considered highly important for the teaching profession, especially in Pakistan. In this profession mostly teachers are concerned about their salary, performance appraisal, prospects like career growth, and other support from the organization. However, there is no doubt that competitive orientation may enhance their chances of being more innovative and contribute to boosting their work performance, but still, such activities will not be followed by teachers in Pakistan yet. Therefore, this was one of the reasons for the insignificant result.

Secondly, the data is collected from a small geographical area that only covered a few cities in Pakistan due to the pandemic situation in the country. Thirdly, due to the contextual issue results are inconsistent with the previous studies. Fourthly the negligence of respondents to fill out a survey and they did not develop a proper understanding. Practical estimates of careless response in multi-item scales in typical research range from as little as 1% (CPP, 2002) to as high as 30% (CPP, 2002), as reported in an earlier study (Burns, Christiansen, Morris, Periard, & Coaster, 2014). The careless response is a significant concern because even a small percentage of these responses in datasets reduces the data's usefulness (Huang, Liu, & Bowling, 2015; Maniaci & Rogge, 2014; Woods, 2006).

### **Theoretical Implication**

This study has added value to the literature by investigating the impact of Servant leadership on Work performance, with the mediating role of Employee ambidexterity, and by incorporating the role of Competitive orientation as a moderator solely from the perspective of Pakistan. Servant leaders “empower and develop people, demonstrate humility, act authentically, accept people for who they are, provide direction, serve as stewards who work for the good of the whole, and create value for others outside of the firm”. Employees who collaborate develop mutual psychological and cognitive capital over time as a result of previous experiences and daily interactions, allowing organizations to operate more efficiently. In addition to completing assigned tasks, work roles evolve in response to changing demands and conditions.

Even though servant leadership has been an interesting issue in numerous areas, still, it could be a necessary

field in the scholarly community, where restricted surveys have been directed at the association between SL and Teachers' Work Performance (Noland and Richards, 2014). Moreover, this gap in leadership requires more consideration concerning Pakistani group environments, where various types of leadership have acquired prominence, yet servant leadership needs more consideration. The majority of studies on servant leadership have focused on western countries. Those employees from educational institutes who are dealing with some issues related to low work performance, these issues can be resolved by the implementation of servant leadership skills which will lead to a change in the behaviors of the employees. However, the researchers are aware of only a few examinations up to this point. This study's findings suggest that servant leaders' characteristics and attributes help enhance employee performance. The moderator 'Competitive orientation is a contribution towards this study which was used previously with employee exploitation in this research it works as a moderator between Servant leadership and Work Performance. Secondly, Employee ambidexterity is also a Contribution as this topic has not been seen previously tested from the perspective of Employee ambidexterity working as a mediator between Servant leadership and Work performance.

### **PRACTICAL IMPLICATION:**

Our findings have obvious practical consequences. The overall benefits of servant leadership and employee ambidexterity for workplace performance are supported by our findings. As a result, organizations should create an environment in which servant leaders encourage employees' exploratory and exploitative activities, particularly when performing their duties. This study suggested that overall the contribution of private Schools toward Servant leadership in Pakistan is less as compared to other countries. Servant leadership, a type of leadership that has received less attention, has a substantial impact on employee performance.

In light of this finding, it is highly recommended that there should be the orientation of such servant leadership practices in Pakistan that encourage and motivate employees to participate in work which increases the work performance of employees. Similarly, the current project's collaborative and obnoxious nature required a servant leadership style that empowers and creates employees, provides stewardship for the benefit of everybody, and provides an incentive for educational institutions (Christensen et al., 2014). Individuals feel more dedicated, empowered, and engaged at work as a result of servant leadership, while organizations show a stronger focus on the organization's dynamic needs (Van Dierendonck, 2011). Furthermore, our findings suggest that leaders define and be aware of how employees interpret, respond to, and are influenced by individual tactics and goals in terms of competitive orientation.

To put it another way, leaders in organizations with a high competitive orientation should push individual employees to develop strong exploitative and exploratory skills to boost their work performance. Leaders should focus on getting employees to focus on their exploitative and exploratory capabilities in work performance where a firm's competitive orientation is low. Leaders must help employees become more engaged in exploratory, exploitative, or ambidextrous activities that are consistent with various individual-level strategic goals.

Therefore, organizations should begin recruiting leaders with qualities of servant leadership just as an attempt to create, support, and advance servant leadership ascribes through preparing and improvement programs. Since it is hard to pre-characterize the work obligations of each part with the changing work requests, this study urges organizations to rethink their exhibition of the board frameworks and guarantee that capable conduct and developing practices, for example, employee ambidexterity enhance the work performance of employees.

## **LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

No research is without clear constraints, and there is always room for further refinement. This study is the same. Numerous factors can be considered when directing research on a specific subject. The options are mostly limited to keep the research manageable. The study's limitations and future direction are divided into three categories: causality, generalizability, and methodology. 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. There are various limitations related to generalizability as a result of some areas in which the researcher has no control over specific factors and concerns.

Firstly, this study did not take into account any other educational institutions in Pakistan, such as public schools and public/private collages. Second, this study only collected responses from respondents in one aspect and only from private schools in Pakistan at the time; it would have been more appropriate and balanced if these responses had also been collected from government/public schools in Pakistan. Thirdly, the data was collected from the School Teachers of different cities in south Punjab. In the future, the data can be taken from other provinces of Pakistan and can be applied to different organizations. Fourthly, a time-lagged research approach has been used in this research. Due to the unavailability of sufficient time required for this research only one week, lag was used/ taken which is a very short duration to see causal changes or to address temporal changes due to the pandemic situation. In the future longitudinal research can be conducted to address temporal changes or a time-lagged study with at least more than one month must be designed to comprehensively see the cause-and-effect relationship between the variables. In the future, the same research can be conducted or replicated in other countries. Fifthly, other dimensions of work performance can also be taken in the future to see their impact on the relationship between the variables. Considering this discovering, it is energetically recommended that there should be a direction of 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.

Finally, more research on the relationship between servant leadership and teaching performance in various settings such as public schools and non-profit organizations is recommended. A more exact examination is expected to inspect how other leadership ship styles like Display Authenticity, Provides Leadership, share leadership, and Transformational leadership impact the work performance of teachers/employees and improve the educational sector. Similarly adding different mediators and moderators between servant leadership and work performance will help further understand the path and effect of each variable on the other. The researcher only used the questionnaire data for statistical analysis because this is a quantitative study. Qualitative or mixed-mode methodologies on work performance, on the other hand, could be used for further investigation in Pakistan. As a result, future studies can focus on both methodologies to better understand employee work performance.

## **Conclusion:**

This study has empirically contributed to several recognized relationships between variables, which have been tested both directly and indirectly to provide answers to research questions and to achieve the related research objectives stated in the current study's introduction chapter. The data for this study was acquired from teachers of private schools in Pakistan's Punjab province after questionnaire screening and variable coding. Following data collection, Smart PLS 3.0 was used to evaluate the data utilizing several techniques of analysis, examining and testing both the measurements and structural models. Furthermore, the statistical findings of the current study are justifiable in light of past research. This study, therefore, concludes that the findings have answered

the research questions and achieved the research objectives, which were created at the time when the introduction chapter was written down. For instance, objective one is, to examine the impact of servant leadership on work performance and the result of this current study attained through Smart PLS 3.0 (Ringle et al., 2005) has revealed an insignificant result.

The second main objective, which has been accomplished in this current research, is, to examine the impact of servant leadership on employee ambidexterity. The results are empirically supported and give a significant result. The third objective, which has been achieved in this current research, is, to examine the impact of employee ambidexterity on work performance. The results are empirically supported and give a significant result.

The fourth objective, which has been accomplished in this current research, is, to examine the mediating effect of employee ambidexterity between servant leadership and work performance. This objective also gives significant results. This result is also empirically supported by several previous studies. The fifth objective, which has been achieved in the current research, was, to examine the moderating effect of competitive orientation between servant leadership and employee ambidexterity unfortunately, the findings of the current study do not support the moderating effect of competitive orientation on the relationship between servant leadership and employee ambidexterity. However, 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.

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