

# Impact of Job Scope on the Outcomes with the Mediation of Intrinsic Motivation and Moderation of Servant Leadership

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## Abstract

This research aims to find the impact of job scope on OCB and in role performance with mediation of intrinsic motivation. The relationship of job scope and intrinsic motivation was moderated by servant leadership. The research was conducted in education sector employees in Punjab (Pakistan). Purposive sampling was used for data collection and total respondents were 475. Results suggested that all hypotheses were accepted significantly and had great implication in selected sector.

**Keywords:** Servant Leadership, OCB, Job scope, Intrinsic Motivation

## Introduction

Many researchers have discussed that employee performance and personal outcomes can be increased by enriching the job through providing greater opportunities (enriching job) to individuals their performance and personal outcome would be enhanced. Job enriched can be explained as redesigning the job with the intent to making jobs more challenging, motivating and satisfying for the individual (Loher et al., 1985)

A popular approach to task design research is job characteristics model Hackman and Oldham's (1976, 1980). Job characteristic model epitomize that. In a research on job design leading researchers have viewed high job scope as handy for organizations and their members. They define job scope is a set of job related activities by a job holder it has five dimensions (Skill variety, task significance, task identity, autonomy and feedback) . Many researches find its direct relation with Intrinsic Motivation

Servant leadership is a modern theory of leadership introduced in the early 1970s by former Director of Management Research at AT&T and founder of the Greenleaf Centre for Servant Leadership, Robert K. Greenleaf says that Servant leadership revolves around the concept that the transfer of power or authority flows in multiple directions, allowing leaders to both serve those below them and successfully use their power to delegate authority. This vague view of leadership authority "shows the interdependence common to most leader-follower relationships. An approach to leadership that recognizes both the top-down and bottom up views of authority, and that effectively addresses the interdependent nature of the leader-follower condition, is servant leadership" (Manning and Curtis). Servant leader has ten attributes of trust, foresight, persuasion, stewardship, competence, honesty, integrity, and credibility.

Effective and efficient organizations can increase the motivation level of employees for gaining these competitive advantages like decrease turnover intention and absenteeism; increase the productivity, work life satisfaction and revenue with positive feedback; and improve the work performance. This will prove that the followers of the servant leadership may would be committed towards their work which in result will increase their internal motivation and make their work meaningful to them, provide autonomy at work and the positive feedback which are the part of job core characteristics.

## Significance of Study

To study whether job scope is a predictor for OCB and performance. Whereas IM plays a mediating role and servant Leadership plays a moderating role in particular relationship

This paper address the following gaps i.e.

1. Servant leadership had not been or rarely taken as a Moderator in job scope
2. Intrinsic motivation and job scope is never being used as independent variable with this model.
3. This model is yet not being used in Pakistani context

## **Objectives of Study/ Research Questions**

1. Does job scope predict OCB and performance?
2. Does intrinsic motivation mediate the relationship of job scope and OCB?
3. Does intrinsic motivation mediate the relationship of job scope and Performance?
4. Does Servant leadership moderate the relationship of job scope and Intrinsic motivation?

## **Literature Review**

### **Job Scope**

Job characteristics are being defined in five proportions. Skill variety, task identity, task significance, autonomy, feedback (Hackman & Oldham's (1976), it is effective, skill variety, task identity, task significance on one's knowledge that is meaningfulness of work, autonomy and feedback that leads one's facts of the real outcome of the work activities (Hackman & Oldham's 1976). The job characteristic model deals only with aspect of job that can be transformed to make positive motivational incentives for the job serving (Hackman & Oldham 1976). Job scope can be measured in four ways i.e. job diagnostic survey (Hackman & Oldham 1980), Dictionary of occupational titles (Ross & Treiman, 1980), Occupational prestige index (Treiman, 1977), Job rating (Hackman & Oldham's 1976, 1980).

### **Intrinsic Motivation**

Motivation is defined as "the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need" (Robbins, Coulter and Coulter, 1998). Perry and Porter (1982) have defined motivation as an amount, quality and direction of employee's effort that energizes their behavior within the working environment. Inspiration could be natural or extraneous. Characteristic inspiration originates from inside and is durable as reported by Deci and Ryan (2000). It is critical for an association particularly its top administration to recognize what gives its kin inherent inspiration, and whether if the characteristic sparks are same for its whole worker base. The administrators might then make suitable move to improve inspiration level.

### **Organizational Citizenship Behavior**

OCB alludes to anything that workers decide to do, suddenly and voluntarily, which regularly lies outside of their predetermined contractual commitments. As it were, it is optional. OCB may not generally be straightforwardly and formally perceived or remunerated by the organization, through pay augmentations or advancements along these lines it can encourage future prize pick up in a roundabout way. At long last, and basically, OCB must 'advance the viable working of the association' (Organ, 1988, p. 4). Run of the mill samples of OCB incorporate offering to help a newcomer get to be acquainted with his/her part and the workplace, an associate who may be battling with due dates, or volunteering to change shifts. Significantly, OCB additionally envelops hierarchical related acts, for example, working extra minutes without (desire of) compensation, or volunteering to compose all inclusive capacities.

### **In-Role Performance**

"In-role job performance refers to activities that are related to employees' formal role requirements" (Borman & Motowidlo, 1997). Generally it is believed that job involvement by positively affecting employees' motivation and effort, leads to higher levels of in-role job performance (Brown, 1996). Prior research has indicated some support for this claim. For instance, Brown and Leigh (1996) in their study found that job involvement had both direct and indirect effects via effort on performance. More specifically they found that the modest but statistically significant relationship between job involvement and performance became non significant when effort will be inserted into the model, indicating the mediating effect of effort on the relationship.

### **Servant Leadership**

Greenleaf said that "the servant-leader is servant first." By that he intended that that the wish to provide, the "servant's heart," is essential attribute of a servant-leader. It is not about being servile; it is about looking for to help others. It is about determining and conference the needs of co-workers, clients, and areas.

## **Theory building and hypothesis development**

### **Job scope with intrinsic motivation:**

Job scope has been considered by several research scholars in different past periods; Turner and Lawrence (1965); Hackman & Oldham's (1976,1980), Champoux (1978,1980) Fried and Ferris (1987), O'Brien (1982), Kulik et al (1987), Loherat el (1985), al, Fredson, Karacasek and Theorell (1982), Baba & Jamal (1991), Poulton (1978), Taylor (1990). Job characteristics are being defined in five proportions. Skill variety, task identity, task significance, autonomy, feedback (Hackman & Oldham's (1976), "it is effective, skill variety,

task identity, task significance on one's knowledge that is meaningfulness of work, autonomy and feedback that leads one's facts of the real outcome of the work activities" (Hackman & Oldham's 1976).

As indicated by (Galletta, Portoghese, Battistelli, 2011) Job self-rule (work trademark Model) is essentially identified with inherent inspiration. (Parker, divider & cordery, 2001) occupation independence is essentially identified with characteristic inspiration since it enhances abnormal state of responsibility to associations. In occupation qualities, initial three extents consolidate to make significance full work that is critical, profitable and advantageous viewing inspiring the representatives in light of the fact that as they get to be spurred inside it expands the expertise mixed bag, errand hugeness and undertaking character. The other two extents identify with the When representative is persuaded inside it has the positive effect on the work, and it build the execution, fulfillment and reduction the turnover.

*Hypothesis 1: Job Scope is positively related with Intrinsic Motivation*

### **Job Scope —In-role job performance.**

The author also recognized the connection between job scope and in role performance. Based on the theoretical linkage between job Opportunity and in role job performance discussed in Hackman and Oldham (1975, 1980), numerous research has incorporated the concept of job independence to investigate its influence on performance since 4 decades ago, but the results have been combined.

For example, Tyagi (1985) recognized a significant effect of job independence on the perform performance of sales people, and Eisenberger et al. (1999) also recognized a positive connection between employees' recognized self-determination and job performance. Regardless of the combined results, we imagine that when independence increases on the job, workers experience improved flexibility to decide how to perform their own tasks, and as a result, they demonstrate better job performance (Barrick & Install, 1993; Deepfried et al., 1999; Troyer et al., 2000).

*Hypothesis 2: Job Scope is positively related to in-role job performance.*

### **Job scope and Organization citizenship behavior:**

In spite of the fact that there are various studies on the predecessors of OCB, the writing incorporates moderately couple of studies on the relationship between occupation attributes and OCB (Chiu & Chen, 2005). In particular, this relationship has been inspected in the substitutes for administration writing (Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Farh, Podsakoff, & Organ, 1990).

Accordingly, representative would feel individual responsibility for imperative work results, paying little mind to the set of working responsibilities anticipated that due would the contractual relationship between the worker and the association. Second, inherently spurring assignments upgrade significance of the work, another mental state. This upgraded significance of the occupation permits the representative to see the relevant significance of the employment and understand the linkages among his/her partners as far as association (Farh, Podsakoff, & Organ, 1990).

Organ and associates (2006) contended that the criticism gave by the assignment itself is promptest, most precise, the most self assessment bringing out and the most characteristically propelling wellspring of input. They proposed that assignment input would be firmly identified with helping other people with business related issues, and making useful proposals about how to enhance undertaking execution. The research of Podsakoff, Niehoff, MacKenzie, and Williams, (1993) reported positive relationship between assignment input unselfishness and good faith. They additionally demonstrated that errand routinization was contrarily identified with both of these measurements. Chen and Chiu (2009), who measured OCB by single dimensional instrument, discovered a huge relationship between employment extension and OCB.

*Hypothesis 3: Job characteristics are positively associated with OCB.*

### **Intrinsic motivation with OCB and in-role performance:**

OCB is an "Individual behaviour that is optional, not directly updated by the proper reward system and that in the collective promotes the result functioning the organization" (Organ 1988). Denis organ in 1983 used OCB first time and its relation is also found in Bernard's in 1983. In 1966 Katz & Kahn had further redefined.

OCB has five proportions i.e. altruism, conscientiousness, civic virtue, courtesy and sportsmanship, OCB is an optional in nature and goes for further than the conventional requirement of the job (Smith, Organ & Near, 1983). In 1977 Organ says that OCB is not directly associated with Reward System. (Chiu & Chen (2005) tells that OCB and Job characteristics had a relationship according to literature. According to Todd & Kent 2006 argued that task characteristics directly influence OCB. According to Podsakoff, niehoff, Mackenzie & Williams (1993) there is positive relationship between the feedback, altruism and consciousness and there is also negative relationship between these variable with the task Reuse. According to Todd & Kent (2006) OCB and job characteristics has the positive relationship. According to researchers, Organization Citizenship behaviour is positively related to the internal motivation of individuals Finkelstein & Penner (2004); Rioux & Penner, (2001);

Tang & Ibrahim, (1998). They also show the important relationship between motivation and OCB.

Previous research has suggested a consistent positive relationship between intrinsic motivation and job performance (Grant, 2008; Karatepe & Tekinkus, 2006; Lawler & Hall, 1970; Tierney, Farmer, & Graen, 1999). When individuals' performance in an organization is based on intrinsic motivation, they tend to be highly engaged in the task itself, and as a result, their performance improves. According to Grant (2008), when people are intrinsically motivated, they tend to be process focused and thus, they view their task as "an end in and of itself". In addition, they are more concerned with performing the work itself rather than performing extra work beyond the formal job description (Grant, 2008). Accordingly, it is expected that intrinsic motivation will be positively related to in-role job performance.

*Hypothesis 4A: Intrinsic motivation mediates the relationship with Job Scope and OCB*

*Hypothesis 4B: Intrinsic motivation mediates the relationship with Job Scope and In-Role performance.*

#### **Job scope and OCB mediate with the intrinsic motivation:**

Chiu & Chen, 2005 says that there are moderately less studies on the relationship of OCB and job characteristics and OCB. This relationship has examined under the title of leadership literature (Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Farh, Podsakoff, & Organ, 1990). According to Farh and colleagues' (1990) research, OCB has been the most applicable conduct of straight effect of job characteristics on OCB in Todd & Kent, (2006). They also say that the degree to which job characteristic motivate internal motivation, variable of job should significantly affect OCB.

There are also two reasons for the significant effect of task characteristics on OCB which is mentioned by Farh and associates. **First**, capacity of accountability creates motivating task which is requirement of existing psychological state (Hackman & Oldham, 1980). **Secondly** internal motivation improved importance of work which is another emotional state. In result individuals who are internally motivated create an emotion of one's accountability, improve significance of work that would show OCB and the work that would serve the best interest for the organization and individuals.

*Hypothesis 5: Intrinsic Motivation mediates the relationship between Job scope and OCB*

#### **Intrinsic motivation mediates the relationship of Job scope and in role performance:**

Intrinsic motivation is a regular individual prosperity to understand and incorporate (Ryan and Deci 1999). A variety of theorist (combs 1982, purkey & schmielt, 1987; purkey & stanly, 1991) described that there is only a only type of intrinsic motivation, which can be explain as a inspiration to take part in actions that enhance an personal self idea. A personal who seems no activation to act is thus regarded as uninspired where as somebody who is excited towards a finishing is regarded inspired (Ryan & Deci 1999).

Pierce, Jussila, & Cummings, (2009) says that, in job characteristics, Intrinsic motivation significantly relate to the job autonomy in the serious psychosomatic state. According to (Galletta, Portoghese, Battistelli, 2011) Job autonomy (job characteristic Model) is significantly related to intrinsic motivation. (Parker, wall & cordery, 2001) job autonomy is significantly related to intrinsic motivation since it improves high level of commitment to organizations. In job characteristics, first three proportions combine to create meaning full work that is important, valuable and worthwhile regarding motivating the employees because as they become motivated inside it increases the skill variety, task significance and task identity. The other two proportions relate to the When employee is motivated internally it has the positive impact on the work, and it increase the performance, satisfaction and decrease the turnover.

*Hypothesis 6: Intrinsic motivations mediates the relationship with Job scope and in role performance*

#### **Servant –Leadership as Moderator:**

The idea of servant authority goes back at least two million years; the contemporary servant authority activity was released by John K. Greenleaf in 1970 with the book of his traditional article, The Servant as Innovator. It was in that article that he created the terms "servant-leader" and "servant authority."

Greenleaf said that "the servant-leader is servant first." By that he intended that that the wish to provide, the "servant's heart," is essential attribute of a servant-leader. It is not about being servile; it is about looking for to help others. It is about determining and conference the needs of co-workers, clients, and areas.

#### **Moderating role of Servant leadership in Job Scope and Intrinsic motivation:**

Some of the students such as Wayne Autry, Howard Behar, Ken Blanchard, Jim Collins, Stephen Covey, Max DePree, Chris Drucker, John Jaworski, Chris Senge, and Meg Wheatley have used different terms to explain these authority methods. You could call it support authority, or offering authority, or needs based authority, or Level 5 authority. And there are relevant ideas, like changing authority, or co-leadership, or stewardship.

Gardner et al. (2005) suggested that Servant - management motivate self-determination by supporters to allow them to meet up with their needs for autonomy, proficiency, and relatedness. Servant authority concept

that is an expansion of life changing authority concept, management use life changing and transactional activities (Bass & Steidlmeier, 1999).

Job features are a primary way of how people assess their connection with their companies (Cardona, Lawrence, & Bentler, 2004). To the level job provides autonomy, regular feedback, a feeling of process completion, use a of variety of skills, and the capability to impact others' lifestyles, the worker can notice his/her own activities and experience a feeling of positive autonomy and liability. This improves in a feeling of autonomy which indicates an individual's perception on his/her capability to change in a preferred route.

This creates the worker to think that he/she creates important efforts to the company and this may in return "fulfill a higher order desire to improve opinions of self-worth" (Allen & She, 1997). As a result, the worker seems connection to his/her company (Van Dyne, Graham, & Dienesch, 1994) and he/she feels importance in their jobs which is a part of meaningfulness, a positive feedback will also attain in this regard.

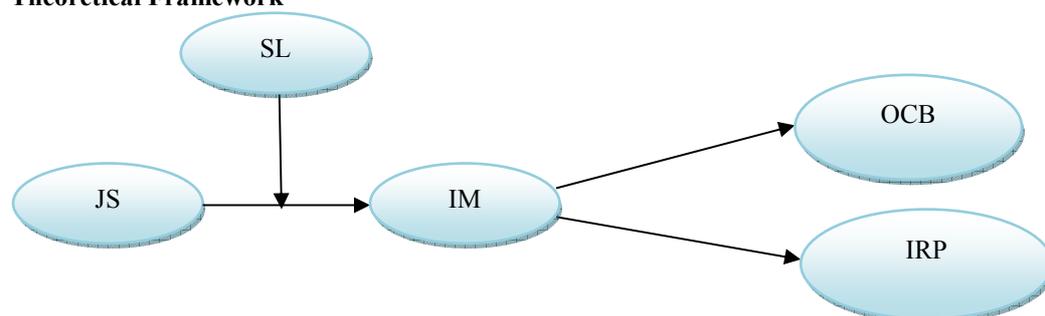
The employees of a servant Leader will become progressively free, sensible and autonomous (Greenleaf, 1977). Greenleaf (1977) meanwhile articulated servant authority in which people would not actually be required to hold office or a particular authority position. Rather, by motivating the believe of followers in and the ethical use of power, the servant leader opinions the liability of support to the company as first and then authority as a means of growing the company's potential to satisfy its primary objective and its responsibilities to its stakeholders. according to Greenleaf, therefore if supporters became "healthier, smarter, freer, more autonomous, will more likely to become servants"

Johnson and Velthouse also associated emotions of power with intrinsic motivation, in the sense that these emotions are fulfilling in themselves (Thomas & Tymon, 1994). However, simultaneously, they suggested that the four factors of power are "presumed to be a proximal cause of intrinsic motivation and satisfaction" (Thomas & Velthouse, 1990, p. 668). Deci (1991), as well, suggested that emotions of proficiency and independence are prior to the experience of intrinsic motivation. The writers discover the connection between subordinates' intrinsic motivation and use of servant authority. In the individual size of entertaining business connections, servant authority performs an essential part. If the people are looking after the objective, the objective will become second characteristics. "In this form of authority the innovator is moving the fan beyond immediate self-interests and helps increase the follower's stage of adulthood and values as well as issues for accomplishment, self-actualization, and the well-being of others, the company, and society" (Bass, 1999, p. 25). According to the warrior spears (1998) described the servant authority design will efficient and better foreseeable in non benefit business members' by improving the employees' fulfilment, dedication, and reduce the revenues objective in the service industry and other companies.

Servant leadership focuses on humility, authenticity, and interpersonal acceptance, Servant-leaders focus more on concern for their followers by creating conditions that enhance followers' wellbeing and functioning and thereby facilitate the realization of a shared vision; servant-leaders trust followers to do what is necessary for the organization (Stone et al., 2004). Greenleaf (1998) puts it, servants that are chosen to be leaders are greatly supported by their employees because they have committed themselves and are reliable".

*Hypothesis 7: Servant Leadership moderates the relationship with Job Scope and intrinsic motivation.*

### Theoretical Framework



### Methodology

An Exploratory study is used in order to understand what is happening in a given situation and to seek new insights of the problem. Kurjucei and Morgan (1970) table is used for selecting sample size of this research. Sample selection preferred for this study is a non probability sampling and was convenience sampling. In this study employees of public and private education sector are selected as respondents. For this research, primary data collection method is selected and data was collected through self administered questionnaire. A sample of 500 questionnaires was distributed among the respondents.

## Measures

### Job Characteristics:

The ten Likert items from the revised form of the Job Diagnostic Survey (Idaszak & Drasgow, 1987; see Hackman & Oldham, 1974) will use. On a seven-point scale (1, “very inaccurate,” to 7, “very accurate”), participants indicated the accuracy of statements such as, “The job requires me to use a number of complex highlevel skills” (variety), “The job provides me the chance to completely finish the pieces of work I begin” (identity), “The job is very significant and important in the broader scheme of things” (significance), “The job gives me considerable opportunity for independence and freedom in how I do them work” (autonomy), and “After I finish a job, I know whether I have performed well” (feedback).

### Intrinsic Motivation.

This variable will measure with four items developed by Hackman and Oldham (1974). Sample items are, “My opinion of myself goes up when I do this job well” and “I feel bad and unhappy when I discover that I have performed poorly on this job.”

### OCB.:

Respondents will ask to rate the items on a five-point scale. The scale was designed as 1= “Very Inaccurate”, 3= “Uncertain”, 5= “Very Accurate”. “I attend meetings that are not mandatory, but are considered important” is an example from the scale. The scale includes four reverse coded items (i.e., “I consume a lot of time complaining about trivial matters”). The internal consistency reliability of the scale was found to be .83 for this study.

### Servant Leadership

The Multifactor Leadership Questionnaire-Form 5X (MLQ; Bass & Avolio, 1995) will use to assess the servant leadership. Servant leadership is divided into three factors: charisma (8 items; e.g., “Talks optimistically about the future”), intellectual stimulation (4 items; e.g., “Seeks different perspectives when solving problems”), and individualized consideration (4 items; e.g., “Considers me as having different needs and abilities than others”). The 5-point Likert-type answer scale ranges from 0 (*not at all*) to 4 (*frequently or always*). Scores on each of these three factors were obtained by dividing the raw score by the number of items.

### In role Performance

This construct will measure via a Likert type 4 item instrument originally developed by Hall et al., (1978).

### Results:

Paper and pencil system was utilized for this research. The author distributed 500 questionnaires to his intended interest group, however the 411 questionnaires were returned back and 36 questionnaires were unacceptable for the examination because of reaction biasness. The creator got the response rate as 82.2%. This study is focused around the 475 questionnaire. The creator has utilized 3 separate demographics and 75 inquiries as measuring scale to comprehend the conduct of respondents.

## Demographic Analysis

### Age:

143 respondents were from the age of 21-25 years (38.1%), 135 respondents were from 26-30 years (36.0%), 85 respondents were from 31-35 years (22.7%) and only 12 respondents were from the age of 36-40 years (3.2%).

### Gender

246 respondents were male (65.6%) and 129 respondents were female (34.4%).

### Job Nature

276 respondents were from private institutes (73.6%) and 99 respondents were from the public institutes (26.4%)

### Internal Consistency Analysis:

Table 4.5 shows the internal consistency analysis of constructs (cronbach alpha). All the values are acceptable as suggested by Nunnally (1986).

**Table 4.5 Cronbach Alpha Values**

Constructs	No. of Items	Cronbach Alpha
JC	5	0.616
OCB	25	0.892
IM	12	0.784
SL	26	0.931
InP	7	0.698

### Correlation

Table 4.6 shows the correlation analysis of constructs. Results shows that all the hypotheses are accepted significantly.

Hypotheses	Relationship	Estimate
	Job scope ↔ Intrinsic motivation	0.340**
	Intrinsic motivation ↔ OCB	0.304**
	Intrinsic motivation ↔ In role performance	0.444**
	Servant leadership ↔ Intrinsic motivation	0.475**
	Job scope ↔ Servant leadership	0.197**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relation between Job scope and intrinsic motivation is 0.340 ( $p < 0.001$ ), Intrinsic motivation and OCB 0.304 ( $p < 0.001$ ), Intrinsic motivation and In role Performance is 0.444 ( $p < 0.001$ ), Job Scope and Servant Leadership is 0.197 ( $p < 0.001$ ) and Servant leadership and intrinsic motivation is 0.475 ( $p < 0.001$ ). Hence all the hypotheses are proved significantly.

### Regression Analysis

Hypotheses	Variables	$\beta$	$R^2$	Sig Level
	Job scope ↔ Intrinsic Motivation	0.340	0.115	0.000
	Intrinsic Motivation ↔ In role performance	0.444	0.197	0.000
	Intrinsi Motivation ↔ OCB	0.304	0.092	0.000
	Job scope ↔ Servant Leadership	0.197	0.039	0.000
	Servant Leadership ↔ Intrinsic Motivation	0.475	0.226	0.000

The first hypothesis of this study is aimed at examining the impact of “Job Scope” on the Intrinsic motivation of employees. The results show that the relationship between job scope and intrinsic motivation is quite reasonable ( $R=0.340$ ), only 11.3% variance (Adjusted  $R^2$ ). 11.3% of intrinsic motivation variability is explained by job scope. This means that 88.7% of the variation in intrinsic motivation cannot be explained by job scope alone. Therefore, there must be other variables that may influence intrinsic motivation. Overall, the regression model was quite good with  $F=48.66$ , one tailed  $p < 0.001$ .

The second hypothesis of this study is aimed at examining the impact of “Intrinsic motivation” on the in role Performance of employees. Simple linear regression is used to empirically test the hypothesis. The table below represents the results of regression analysis of relationship between both variables of employees (H2).

The results show that the relationship between intrinsic motivation and in role Performance is quite reasonable ( $R=0.444$ ), only 19.5% variance (Adjusted  $R^2$ ). 19.5% of in role Performance variability is explained by intrinsic motivation. This means that 80.5% of the variation in in role Performance cannot be explained by intrinsic motivation alone. Therefore, there must be other variables that may influence intrinsic motivation. Overall, the regression model was quite good with  $F=91.514$ , one tailed  $p < 0.001$ .

The third hypothesis of this study is aimed at examining the impact of “Intrinsic motivation” on the organizational citizenship behavior of employees. Simple linear regression is used to empirically test the hypothesis. The table below represents the results of regression analysis of relationship between both variables of employees (H3).

The results show that the relationship between intrinsic motivation and OCB is quite reasonable ( $R=0.304$ ), only 19.5% variance (Adjusted  $R^2$ ). 9.0% of OCB variability is explained by intrinsic motivation. This means that 91.0% of the variation in OCB cannot be explained by intrinsic motivation alone. Therefore, there must be other variables that may influence OCB. Overall, the regression model was quite good with  $F=37.902$ , one tailed  $p < 0.001$ .

The fourth hypothesis of this study is aimed at examining the impact of “Job Scope” on the Servant leadership of employees. Simple linear regression is used to empirically test the hypothesis. The table below represents the results of regression analysis of relationship between both variables of employees (H4).

The results show that the relationship between Job Scope and Servant leadership is quite reasonable ( $R=0.197$ ), only 3.6% variance (Adjusted  $R^2$ ). 96.4% of servant leadership variability is explained by job scope. This means that 91.0% of the variation in servant leadership cannot be explained by job scope alone. Therefore, there must be other variables that may influence servant leadership. Overall, the regression model was quite good with  $F=15.066$ , one tailed  $p < 0.001$ .

### Impact of Servant leadership on Intrinsic Motivation:

The fifth hypothesis of this study is aimed at examining the impact of “Servant leadership” on the Intrinsic Motivation of employees. Simple linear regression is used to empirically test the hypothesis. The table below represents the results of regression analysis of relationship between The results show that the relationship

between Servant leadership and Intrinsic Motivation is quite reasonable ( $R=0.475$ ), only 22.6% variance (Adjusted  $R^2$ ). 77.4% of intrinsic motivation variability is explained by servant leadership. This means that 77.4% of the variation in intrinsic motivation cannot be explained by servant leadership alone. Therefore, there must be other variables that may influence Intrinsic Motivation. Overall, the regression model was quite good with  $F=108.928$ , one tailed  $p < 0.001$ .

**Mediation Results of Intrinsic Motivation between Job Scope and in role Performance:**

To check the Mediation of selected variables, the author used Baron and Kenny, 1986 Technique.

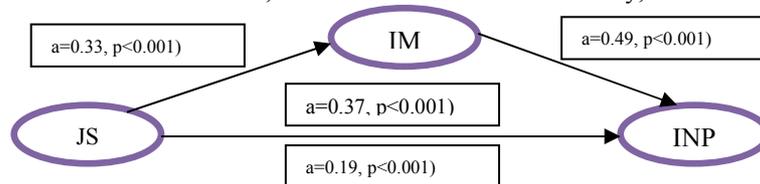


Figure 4.1: Mediation Model 1

Results indicate that there was a significant initial relationship between the independent variable (Job Scope) and dependent variable (In role Performance) ( $\beta = .37, p < 0.001$ ) that was non-significant after controlling for the mediator (Intrinsic Motivation) ( $\beta = .19, p < 0.001$ ) which indicates that Intrinsic Motivation mediates the relationship between the Job Scope and in role Performance .

So we can say that in mediation analyses, Intrinsic Motivation, as well as Job Scope were predictive of in role Performance (See Table). “There was a significant total effect (c) for Job Scope, which was fully mediated (c’) by the significant indirect effect of in role Performance (ab; confidence interval did not cross zero) (see fig.). although higher levels of in role Performance are associated with higher level of Job Scope, this effect is accounted for by the presence of Intrinsic Motivation, such that greater the influence of Job Scope is associated with more Intrinsic Motivation, which in turn, are associated with more in role Performance”. This result proves 6<sup>th</sup> hypothesis that Intrinsic Motivation mediated the relationship between Job Scope and in role Performance.

**Mediation Results of Intrinsic Motivation between Job Scope and OCB:**

To check the Mediation of selected variables, the author used Preacher & Hayes Technique.

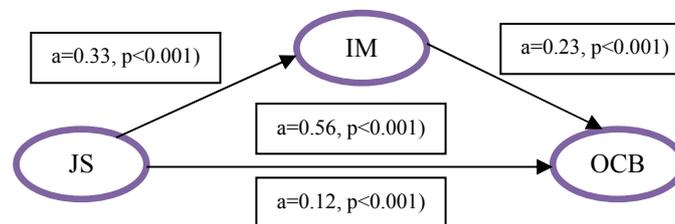


Figure 4.1: Mediation Model 2

Results indicate that there was a significant initial relationship between the independent variable (Job Scope) and dependent variable (OCB) ( $\beta = .56, p < 0.001$ ) that was non-significant after controlling for the mediator (Intrinsic Motivation) ( $\beta = .12, p < 0.001$ ) which indicates that Intrinsic Motivation mediates the relationship between the Job Scope and OCB .

So we can say that in mediation analyses, “Intrinsic Motivation, as well as Job Scope were predictive of OCB (See Table). There was a significant total effect (c) for Job Scope, which was fully mediated (c’) by the significant indirect effect of OCB (ab; confidence interval did not cross zero) (see fig.). although higher levels of OCB are associated with higher level of Job Scope, this effect is accounted for by the presence of Intrinsic Motivation , such that greater the influence of Job Scope is associated with more Intrinsic Motivation, which in turn, are associated with more OCB”. This result proves 7<sup>th</sup> hypothesis that Intrinsic Motivation mediated the relationship between Job Scope and OCB. and Servant leadership on Intrinsic motivation. The author entered the job scope along with servant leadership to predict intrinsic motivation. In next step, the interaction terms between these variables were entered. The results, presented in Table, show that interaction terms of job scope and servant leadership ( $B = 0.823, p < 0.08$ ) had effects on intrinsic motivation. In other words, job scope can be greater through servant leadership which effects positively on intrinsic motivation. These results lend partial support to hypothesis 8.

## Moderator Analysis

Moderated regression analysis was used to examine the interactive effects of job scope

**Table 5: Moderator Analysis**

<b>Intrinsic Motivation</b>			
<b>Predictors</b>	<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
<b>Main effect: Job Scope</b>			
<b>Step 1</b>			
<b>SL</b>	0.151**	0.023	0.020**
<b>Moderation of Servant Leadership</b>			
<b>Step 1</b>			
<b>IM</b>	0.276**	0.076	0.074**
<b>Step 2</b>			
<b>IM x JS</b>	0.823**	0.067	0.065**

## Discussion

In this section, “the findings of this study are discussed in detail on the basis of hypothesized model. Then the author discusses the implications of this study for further research and practice in the field of HRD. The limitations of this study and recommendations for future research are also discussed. Finally, some concluding thoughts are presented.

This study reviewed the extant literature of Job scope, servant leadership, intrinsic motivation, OCB and in role performance. Job scope was independent variable, servant leadership was moderator, intrinsic motivation was mediator and OCB and in role performance was dependent variables. One to one relationship was assessed through correlation and regression analysis (i.e. job scope with intrinsic motivation, intrinsic motivation with OCB, intrinsic motivation with in-role performance, job scope with servant leadership, servant leadership with intrinsic motivation) and results shows that all the hypotheses were accepted significantly.

Servant leadership moderates the relationship between job scope and intrinsic motivation. It provides the foundation that if job characteristics impacts significantly on intrinsic motivation if we introduce servant leadership as moderator. It’s incremental effect also increase the value of impact. This provides us the conclusion that servant leadership offers business leaders a way of leading that is ethical, practical, and meaningful. It is a concept articulated by a business man who was sure that businesses needed to make a profit, but was also sure that businesses need to care immensely about everyone they touch – employees, customers, business partners, and the communities in which they operate.

A major finding of this study is that intrinsic motivation mediates the relationship between job scope and In-role performance. This provides that although job characteristics became the job difficult but through introducing the intrinsic motivation as mediator, employees will outperform in them in-role performance. This is the intrinsic motivation that agree employees to work other than their job description.

Thus the results of the study suggest that job scope contributed to employee’s intrinsic motivation and in-role performance. That is, employees exhibited the highest intrinsic motivation when they had higher core self-evaluations and when they perceived higher job autonomy in their jobs. In turn, employees perceived the highest in role job performance when they had higher core self-evaluations and when they perceived higher intrinsic motivation. Thus intrinsic motivation played a fully mediating role between the relationship of job scope and in-role performance. This study also confirmed the long-known argument from previous studies that the characteristics of job design are critical predictors of employees’ intrinsic motivation (Amabile, 1988, 1996, Hackman & Oldham, 1980).

Another finding of this study is that Intrinsic motivation mediates the relationship between job scope and OCB. It provides the foundation that although job scope makes the job of an employee difficult but if intrinsic motivation is brought in this relationship then they show organization citizenship behavior. They become more loyal towards an organization and build a sense that they are the part of that organization.

Another strength of this study is its methodological approach. The inclusion of survey data from employees of educational sector in Sargodha (city of Pakistan), provides the strength of data as no study was conducted before in this area relating these variables.

## Implications

With regard to theoretical implications, this study integrated job design, motivation, servant leadership, OCB and in-role performance research. Whereas the links between job performance and individual predictors have been widely investigated, little research has been done to integrate those areas especially in a non western (Pakistan) context. Moreover, this study supported the proposition of Langfred and Moye (2004) that intrinsic motivation will mediates the relationship between job scope and in-role performance.

As for the practical implications, “managers may have the most immediate and critical effect on

employees' motivation and performance. First, managers can improve intrinsic motivation and job performance via job redesign. Jobs that are designed to be autonomous, complex, and demanding (high on autonomy and complexity) are expected to foster higher levels of intrinsic motivation than relatively simple, routine, and regulated jobs (Hackman & Oldham, 1980).

Thus, "when individuals are intrinsically involved in their work, all of their attention and effort are focused on their jobs, making them more persistent and more likely to exhibit better performance. One practical recommendation is job enrichment, which entails modifying a job such that an employee has the opportunity to experience achievement, recognition, stimulating work, responsibility, and advancement. Rather than giving employees additional tasks of similar difficulty (horizontal loading), vertical loading consists of giving workers more responsibility (Kreitner & Kinicki, 2001). Thus, job enrichment intervention is most likely to be effective for knowledge workers.

### Limitations and Future Research.

There are several potential limitations in terms of methodology. "First, this study relied on self-reported answers by employees who volunteered to participate. Second, this empirical study confines itself to a cross-sectional survey method, which leaves room for speculation with regard to causality among the variables. In addition, the sample of this study, consisting mostly of highly educated male managers, is likely restricted to a certain group with similar demographic characteristics .

To solve the above limitations methodologically, future research needs to be based on objective indicators and multiple sources. In addition, in order to increase the generalizability of the current study, more studies in various industries representing diverse demographic groups are needed. Although this study only focuses on knowledge workers with higher educational levels, future research should be conducted with workers from different educational backgrounds .

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