"Assessing the impact of servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector"

By:

Abbas Khan Safi   01-221221-001

MBA 1.5 HRM

Supervisor:
Dr. Aftab Haider

Department of Business Studies
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Names of Student(s):   Enroll # 01-221221-001

- Abbas Khan Safi

Class: (MBA 1.5 HRM)

Approved by:

_____

Dr. Aftab Haider

Supervisor

_____

Zahid Majeed

Internal Examiner

_____

Mehreen Fatima

External Examiner

_____

Dr. Syed Haider Ali Shah

Research Coordinator

_____

Dr. Khalil Ullah Mohammad

Head of Department

Business Studies

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Abstract

Servant leadership is a leadership style that emphasizes serving and supporting employees to enhance their well-being and development. Employee engagement refers to the level of commitment, dedication, and involvement employees have towards their work and organization. Self-efficacy relates to an individual's belief in their ability to accomplish tasks and achieve desired outcomes.

This study aimed to explore the impact of servant leadership on employee engagement within the Pakistani banking sectors which includes bank al Falah, NBP and UBL. Additionally, it examined the potential mediating role of self-efficacy in this relationship.

The data are collected through surveys or interviews to assess servant leadership behaviors, employee engagement levels, and self-efficacy perceptions among banking sector employees in Pakistan.

The findings of the study may shed light on the influence of servant leadership on employee engagement and how self-efficacy could mediate this relationship. Understanding these dynamics can contribute to improving leadership practices and enhancing employee engagement levels within the Pakistani banking sector. Now a days, many organizations are focusing to adapt such kind od leadership styles to enhance their employee's skills and show them a way how to create new ideas in order to solve a problem.

The motivational leadership style who gives inspiration towards their employees and help them whenever they seek help or motivate them through their tasks, it will enhance the employee's motivation towards their work and give them some benefits and relaxation so they will work with full of energy and complete their particular tasks in a specific period of time.

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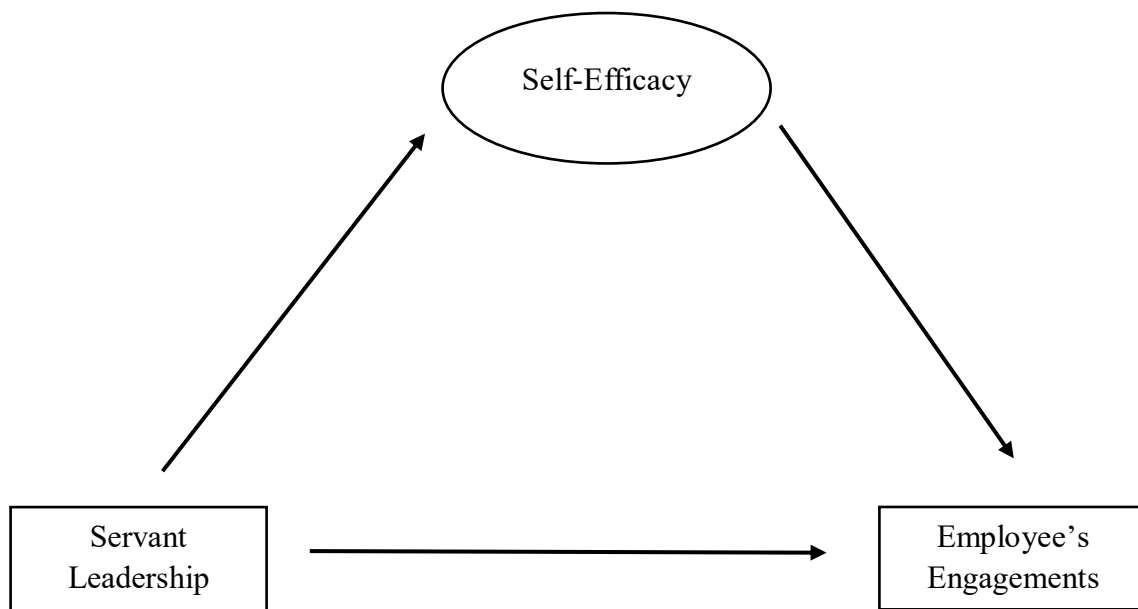
1.Introduction:

1.1. Overview of topic

Servant leadership is a leadership style that stresses the pioneer's obligation to serving the necessities of their representatives, encouraging their own and proficient development, and advancing a cooperative and strong workplace. Representative commitment is a proportion of the degree of responsibility, devotion, and contribution representatives have towards their work and the association. It is impacted by different elements, including administration styles. Self-efficacy, then again, alludes to a singular's faith in their own abilities to perform errands and accomplish objectives. It assumes a critical part in inspiration, execution, and generally work fulfillment. The connection between worker administration, representative commitment, and self-viability can be investigated with regards to the Pakistani financial areas. The speculation could be that worker initiative emphatically impacts representative commitment, and this relationship is intervened by the presence of self-efficacy. This study plans to survey the effect of worker administration on representative commitment to the Pakistani financial area, with a particular spotlight on the intervening job of self-efficacy. The financial area in Pakistan assumes an urgent part in the country's monetary development and improvement. To guarantee their manageability and achievement, banks need drew in representatives who are propelled to offer excellent assistance and add to the association's objectives. Consequently, understanding the variables that impact worker commitment is of fundamental significance. Worker administration has acquired critical consideration as of late as a viable initiative methodology that cultivates representative commitment. By focusing on the necessities and improvement of representatives, worker pioneers establish a positive workplace that urges representatives to blow away their work prerequisites.

This study means to investigate what worker authority means for representative commitment to the Pakistani financial area.

Moreover, this study inspects the interceding job of self-efficacy. Self-efficacy convictions impact a singular's inspiration, exertion, and diligence in accomplishing wanted results. It is guessed that worker authority emphatically impacts representatives' self-efficacy convictions, which, thus, upgrade their degree of commitment. Understanding this interceding job will give important experiences into the fundamental instruments through which employees engagement influences representative commitment. The discoveries of this study will have functional ramifications for the financial area in Pakistan. By perceiving the meaning of employee engagements and its effect on representative commitment, associations can foster methodologies to advance a worker administration culture and improve worker prosperity, fulfillment, and execution. This exploration will add to the current group of information on authority and worker commitment, especially with regards to the Pakistani banking area and we will target cashiers and assistant managers respectively. Servant leadership makes the work easier for their attendants because if the attendants have some questions related to their work they will simply ask to their managers about that issue and if the servant leadership is existed in the organizations and they are not cooperative with their juniors or attendants then it will affect upon the employees self-efficacy because the workers will work about their tasks but they will have not any idea about that projects so it will create some serious issues regarding projects and also that will make organization in loss in front of their competitors into the market.

If the servant leadership is friendly and cooperative it will automatically create engagements among employees because it will increase their motivation towards their work. The employee's engagements have connection with self-efficacy because if the servant leadership is good and they

look after their employees and they give some relaxation to their workers tasks it will boost their self-efficacy and they will work harder to make their organization more successful. The employee's engagements and the self-efficacy have a connection with servant leadership because if the leaders are not understanding their workers behaviors and make more work from them it may cause some serious issues for the company because the employees will get stress and because of that they might leave the organization and that will make some serious consequences towards the company. The servant leadership especially in the banking sectors of Pakistan are giving some relaxation to their employees or not or they just give them more work and allow them some specific time to complete their specific tasks even they work over time and because of that it will create depression among employees. So, I will conduct that research on servant leadership that the servant leadership is cooperative or not with their employees and because of that is they create employee's engagements or not and because of these two variables servant leadership and employee's engagements is they create self-efficacy among employees or not, so these variables will be my research which I will conduct a survey from a banking sector of Pakistan.

1.2. Problem statement

There are many organizations who have faced many issues regarding employee's engagement that their employees have some issues with other workers and that harm the company's environment. The companies who have facing these kinds of issues will suffer in front of their rival firms because their employees did not engage themselves with each other or they didn't listen to their superiors as well, so, in such cases these kinds of organizations will bear some severe problems. If we talk about banking sectors of our home country Pakistan, their engagement environment is quite good in terms of friendly behaviors with their supervisors. But in some cases, they have some issues regarding their managers that they give them huge work of burden and if they cannot succeed in their tasks then they simply suspended them or fired them or usually they cut their salary or even they removed the benefits from their lists. In order to solve such kind of problems, the organizations leaders should has to manage these kind of problems within the company because they employees usually will left the firm but the owners will suffer from the loss which were caused from them, so the leaders has to make environment like that everyone has to talk with each other in a good and friendly manner and also in such cases the leaders has to give more power or authority to their subordinates so they check that they have that capacity or ability to manage that task properly or not but the worker will feel or get some motivated and they will do everything and work hard to make that task successfully and make the organization successful in front of their competitors into the market.

1.3. Research questions

There are some certain questions which will be asked during my survey listed below:

1- What connection exists between servant leadership and employee engagement among those who work in the banking sector in Pakistan?

2- Does the relationship between servant leadership and employee engagement involve self-efficacy as a mediator?

3- What are the potential organizational benefits of fostering servant leadership and self-efficacy in the Pakistani banking sector, such as employee satisfaction, productivity, and retention?

In order to broad literature review to discover statistics similar to servant leadership, self-efficacy, and employee engagement in order to give these questions answers.

1.4. Research objective

The main objective of this study is that how to increase servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sectors because that will create some serious issues if we did not give much attention towards it and it will make our economic conditions more severe because our countries economy are usually running through the banks so these are such kind of factors that mostly many organizations did not pay much attention towards it but many successful companies are getting success through their proper employees engagement with the help of servant leadership and they hire many servant leadership to improve their employees engagement.

In terms of increase employee engagement, we will discuss about some factors which are:

- Impact of relationship between servant leadership and banking sector commitments in the context of Pakistani banking sectors.

- Impact of relationship between employee engagement and banking sector commitments in the context of Pakistani banking sectors.

- Impact of relationship between self-efficacy and banking sector commitments in the context of Pakistani banking sectors.

1.5. Research Gap

this research will be completed through conceptual gap by illustrate in the content of Pakistani banking sectors and that human being worker whose working under the servant leaders have the huge degree of employee engagement through unintended influence of self-efficacy, so substantiate the servant leadership empirical leadership style in the ongoing work line era.

1.6. Significance of study

To discuss about this research, it is very important for not just banking sectors of Pakistan but also for every organization to create good servant leaders that will communicate with their employees in a friendly manner and they will engage them properly because if the employee's engagement were not going properly those organization are getting low profile into the market because of their poor employees' work. We will discuss servant leadership and employee engagement as well as self-efficacy these are the main instruments that the organization will adapt it and they will get success through these tools. Moreover, the banking sectors leaders has to manage proper servant leadership styles such as they have to give not much work upon their employees and they have to manage their employees equally in terms of not creating disturbance among employees. If the organization especially banking sectors manage their employees engagement through servant leadership it will create self-efficacy among workers and they will work more hard and will complete their targets which has been assign from their superiors, so banks have to hire a friendly servant leader so he/she will communicate with their employees in a good and friendly manner and it will make engagement among employees and because of that if some worker seek help

regarding some tasks they will ask their servant leader without any hesitation so servant leadership should has to maintain the environment friendly and that will give huge benefit to the company because employees will work together and they will share their experiences with each other as well.

1.7. Key definitions

Servant leadership

The servant leadership is about the leader who are servant at first then the leader, they start with a genuine passion that individual want to supply or to serve at first level.

Employee Engagement

Employees engagements are serious issues towards organization success, they give work pleasure and confidence to the workers.

Self-efficacy

Self-efficacy is about people believes on their own skills to command their inspiration and their own actions.

2. Literature review

2.1. Servant leadership

The initiative speculations have a place with the effective association and interfaces with the regular job of authority (Van Dierendonck, 2011). To make business fruitful the organizations ought to cause their upper hand and that will to be bosses who will keep up with representative's responsibility, cooperate, and furthermore execution achievements which is vital instrument to make laborers focused on their objectives (Luthans, 2015). So as indicated by this, the worker initiative is one of the most amazing variables to draw in representatives and persuade them towards their work and furthermore it will give great pay to the organization's income and make their adherents essential to them. On the off chance that we discuss a few past ages (Greenleaf's (1977) blessing to worker initiative is a solitary or individual hypothesis. In this examination, (Greenleaf's (1998) he expressed the greater part of the country's follow worker administration style since they accepted that it is useful and really focusing on them. Some could accept that the pioneer's way is the best one to follow, so in light of this they make a culture administration inside the association. This hypothesis impacts many individuals to follow in light of the fact that it upgrades the idea of worker pioneer's channels to impact the others too. This impact will make association fruitful into the market and their laborers will likewise be stay with their objectives to accomplish and make their association develop.

Disregarding a few conversations on worker initiative and furthermore connect with the administration hypothesis (Liden, 2014; Van Dierendonck., 2013) nobody expressed anything about worker initiative that it isn't useful or pointless. Numerous researchers from various nations

propose that this example of worker authority is straightforwardly associated with different initiatives models, for example, assignable administration, groundbreaking authority

(groundbreaking) and pioneer part or laborer trade (Washington, 2014). Evidently, worker administration has isolated contrasts between worker authority and other initiative styles. for example, Liden. (2008) found that groundbreaking, pioneer part trade, and assignable initiative styles have a little association between them. He likewise said that, the worker initiative hypothesis is night and day different from the other's three speculations which is referenced before above on account of its work creation, and furthermore responsibility with the organization too. Schaubroeck. (2011) likewise found that the worker administration makes over 10% more solidness than groundbreaking authority as far as representatives cooperate exhibitions. As per these speculations the worker authority will affect positive on the financial areas or different organizations when contrasted with other initiative styles (Avolio and Gardner, 2005; Erdurmazli, 2019; Hoch, 2018).

2.2. proportions of servant leadership

Servant leadership is an initiative way of thinking that underlines the significance of serving others and focusing on their requirements, development, and prosperity. While the particular extents might differ in light of individual understandings and applications, there are a few key components generally connected with worker administration:

2.2.1. Administration Direction:

The essential focal point of a worker chief is to serve others, setting their requirements and interests over their own. This includes effectively paying attention to other people, figuring out their points of view, and making moves to help their turn of events and achievement.

2.2.2. Compassion:

Worker pioneers exhibit a profound feeling of sympathy towards others, looking to grasp their feelings, difficulties, and yearnings. By showing sympathy, pioneers can interface with their colleagues on an individual level and establish a climate of trust and backing.

2.2.3. Joint effort:

Worker pioneers accentuate cooperation and collaboration, esteeming the commitments of each and every person and encouraging a comprehensive and participatory culture. They support open correspondence, advance a feeling of having a place, and effectively include others in dynamic cycles.

2.2.4. Responsibility:

While worker pioneers center around the requirements of others, they likewise perceive the significance of considering people responsible for their activities and results. They lay out clear assumptions, give direction and backing, and assist with joining individuals get a sense of ownership with their work and improvement.

2.2.5. Self-improvement:

Worker pioneers make progress toward self-awareness and energize the development of others. They put resources into their own ceaseless learning and improvement, while additionally giving open doors and assets to their colleagues to extend their insight, abilities, and capacities. It's critical to take note of that worker initiative isn't tied in with dismissing one's own necessities or disregarding hierarchical objectives. All things considered, it looks to make an amicable harmony between serving others and making aggregate progress.

This study has given a result of the highlights of pioneers and specialists that is associated with the worker authority (Barbuto, 2014; Liden, 2014). Uncommonly, Van Dierendonck's (2011) writing audit is about of something fourteen (14) worker authority magazines and the principal extents of our administration style has a place with a few worker initiative devices. This makes a general worker initiative style that make headings to the new models of the authority styles. Prominently, Liden. (2008) makes an all the more effectively appreciation worker initiative follow a super degree of writing survey, and an initial test for an investigation of them in excess of 7 extents and in excess of 28 worker authority devices. These 7 extents of hypothesis were found by Liden. (2008) like act ordinarily, put down your orderlies right away, make great sort of values for the general public and to assist with your bosses that will make the association fruitful and greater.

Some past review, Liden. (2014) recommends mental recuperation, as making great advantages for the general public that will build the partnership of individuals towards on us and make bunches that will help individuals of society in various sort of ventures. Additionally, the ethical lead of extents was from Liden. (2008) is association between worker pioneers and their own longings to work for individuals so that will give them bliss (Greenleaf, 1970). Introducing the hypothesis of Liden. (2008) change they're in excess of 7 extents style to grasp the idea of worker authority in the financial areas of representatives as well as self-viability and commitment.

Liden (2008)

Establish	Proportions	Explanation
Servant Leadership	Psychological recovery	The superiors have to deal with the organization employee's emotions and needs and has to fulfil their demands.
	Sanction	Organization leaders has to support their subordinates and did not make any difficulties for them and give supportive and easy work to their employees so they will complete their tasks easily.
	Support attendants bigger and successful	Generating good ideas for the attendant's occupation and create interests for the attendant's advancement and enlargement.
	Act normally	Talk with juniors with a good and respectful manner.
	Put down attendants at first	Help subordinates who seek help regarding their assignments or tasks which has been assigned from their superiors.
	Discover advantages for the society	Illustrate goods and needs towards the society.
	Theoretical expertise	Make tasks straight forward because that will help juniors to complete their duties successfully and if they need some help the superiors will guide them regarding their projects.

2.3. Self-efficacy

A writing survey on self-efficacy can give important bits of knowledge into this mental build. Self-efficacy alludes to a singular's confidence in their capacity to effectively perform explicit undertakings or accomplish wanted results. Analysts have investigated self-efficacy in different areas, like schooling, wellbeing, sports, and working environment execution. In schooling, review have analyzed what self-efficacy means for understudies' scholastic accomplishment, inspiration, and profession decisions. For instance, more significant levels of self-efficacy are related with more prominent exertion, steadiness, and scholastic achievement. In the domain of wellbeing, self-viability has been connected to people's capacity to embrace and keep up with sound ways of behaving, like activity, diet, and prescription adherence. Those with higher self-adequacy are bound to take part in wellbeing advancing exercises and experience better wellbeing results. Inside the games area, self-efficacy has been displayed to influence competitors' presentation, objective setting, and steadiness. Competitors with high self-efficacy will generally put forth additional difficult objectives and show more prominent flexibility despite mishaps. With respect to execution, self-efficacy assumes an essential part in workers' work fulfillment, inspiration, and vocation improvement. People who have confidence in their capacities are bound to take on testing errands, persevere despite hardships, and make vocation progress. In general, the writing audit on self-efficacy shows its importance across different areas of human working. It features the positive effect of high self-efficacy on execution, inspiration, and prosperity, and offers experiences into procedures for improving self-efficacy convictions in various settings.

Self-efficacy is really a singular undertaking that has been allocated from the association and the competitors (he/she) will satisfy those assignments effectively from their own abilities and

capacities (Bandura, 1997). A few reasonable hypotheses recommend that help self-efficacy is important for motivation and that will show how individual play out their functions (Vroom, 1964). Whenever bosses gave their laborers command with a ton of power and give them command over many errands, that will give them some additional inspiration and they will endeavor to make those undertakings fruitful (Luthans, 2007). Self-efficacy must be expanded from the more significant position like the President of the organization, from instructing too and make groundbreaking thoughts among them as well as making acceptable conduct. Bandura (1977) proposes four starting points and from these the self-efficacy will be accomplished and these are, information preliminary by means of work accomplishments, different encounters, through advanced planning, and mental rush by means of the actual administrations. Assuming the association expanded the self-efficacy that will improve the abilities and capacities in representatives and that will likewise help them how to go with a shrewd choice for associations achievement (Bandura, 1997). The persons who have such abilities they will effortlessly deal with the issues which they will look during their venture assignments. A few investigations in regards to Aguilar and Yuan (2010) the bosses who don't have a lot of self-efficacy abilities that will be neglected to adapt to their undertakings, and the specialists or even managers who have high self-efficacy abilities they will deal with the issues effectively without hurting the standing of the association. Those individuals who have high self-viability will handily deal with the issues that they will look when contrasted with the people who have low abilities in regards to self-adequacy (Heuven, 2006). Thus, these calculated speculations demonstrate that the self-viability have an immediate connection with expanding worker's commitment.

2.4. Employee engagement

Representative commitment is an essential point in the field of hierarchical way of behaving and human asset the board. It alludes to the degree of responsibility, contribution, and energy a representative has towards their work and the association overall. A writing survey on worker commitment would commonly cover different perspectives connected with this idea. Here are a few central issues that could be incorporated:

2.4.1. Definition and hypothetical systems:

Start by giving a reasonable meaning of representative commitment and investigate different hypothetical structures that have been proposed to comprehend and gauge it. This could incorporate models, for example, the Work Requests Assets Model, the Maslach Burnout Stock.

2.4.2. Factors affecting representative commitment:

Examine the key factors that impact worker commitment. These could incorporate work attributes, authoritative culture, administration styles, balance between serious and fun activities, representative acknowledgment and prizes, profession advancement open doors, and social help inside the working environment.

2.4.3. Estimation of representative commitment:

Audit various techniques and apparatuses used to quantify worker commitment. This could incorporate overviews, surveys, meetings, or perception strategies. Feature the qualities and restrictions of every technique.

2.4.4. Advantages of representative commitment:

Investigate the positive results related with elevated degrees of worker commitment. This might incorporate expanded efficiency, work fulfillment, hierarchical responsibility, lower turnover rates, higher consumer loyalty, and worked on monetary execution for the association.

2.4.5. Systems for upgrading representative commitment:

Recognize compelling techniques and intercessions that associations can execute to improve worker commitment. This could include encouraging a positive workplace, advancing balance between fun and serious activities, giving significant criticism and acknowledgment, offering proficient improvement open doors, and including representatives in dynamic cycles.

2.4.6. Provokes and boundaries to worker commitment:

Talk about the likely difficulties and obstructions that associations might look in advancing and supporting representative commitment. This could incorporate issues connected with correspondence, authority, hierarchical change, responsibility, and representative prosperity.

2.4.7. Future headings and proposals:

Close the writing survey by featuring arising patterns and regions for future exploration in the field of employee engagement. Give proposals to associations to successfully oversee and advance worker commitment in view of the current assemblage of information.

Representative's commitment are fundamentally worries about the issues from where the laborers are totally connected with their obligations, and furthermore with the association, and their benefactors (Kahn, 1990, 1992). In such situations where laborers feel that they need to take authority over their undertakings and obligations and show interest towards their work. While laborers getting a charge out of to take care of their business and their undertakings are clear, then they work harder towards their obligations Kahn (1990) learn about representative's commitment

and it acquires a ton of distinction for past numerous years. The bosses need to expand the worker's commitment deliberately and non-purposefully, in light of the fact that they need to view these elements that representatives are focused on their errands or not. Representative commitment is fundamentally an entomb interface between an unrivaled and a specialist, so the bosses include to make a decent climate inside the organization so the laborers will chat with them effectively with any delay and offer their encounters with one another too. Finding representative's commitment is a basic job for some organizations, and that influence their prosperity too. A few chief's configuration organization's objectives through the human asset procedures and thoughts that will help representatives to connected with their obligations, and to work impeccably and precisely. Luthans and Peterson (2002) propose the possibility of representative's commitment to organization's satisfaction from the functional works that workers are act ordinarily, as per exhibitions. They likewise propose that assuming the representative's work together that will make more sure results for the association concerning produce materials and incomes. Harter. (2002) has additionally proposed that the representative's commitment impact the organization's general outcomes as far as security, incomes producing, and end client satisfaction. These outcomes from Kahn's (1990) analyze recommends that the worker who are locked in is more virtuoso and working appropriately when contrasted with the people who don't lock in.

To make representatives connected with that will give gigantic advantages towards the organization's prosperity Sobia, 2018). Moreover, the work resources are significant for representative's commitment for a specific errand. From Hakanen. (2017), the work resources like unwinding, self-assurance, work variety, and work dependability are low, then the laborers will feel bother at work, and that will make a few serious adverse results as far as significant weight work on representatives and furthermore the workers won't be locked in with one another too.

Thus, it is intense issue that the organization's must be tackle concerning making or making great and conscious bosses, and self-viability on specialists' commitment also.

2.5. Conceptual structure and Hypothesis enlargement

Conceptual structure alludes to the fundamental system or association of thoughts and ideas inside a specific field or space of study. It gives a method for putting together and figure out the connections between various ideas or factors. Hypothesis enlargements, then again, includes growing or expanding a current theory by consolidating extra factors, factors, or points of view. It intends to refine and upgrade the first speculation by considering extra angles that might add to the peculiarity being contemplated. In research, speculation broadening can be driven by new proof, arising hypotheses, or the need to address limits in the underlying theory. By integrating more factors or viewpoints, specialists can acquire a more profound comprehension of mind-boggling peculiarities and test a more extensive scope of potential clarifications. Generally, theoretical design and theory amplification are both significant parts of exploration that assistance to create and refine how we might interpret different peculiarities, taking into consideration more thorough and precise ends. The reasonable design of this exploration depends on conservancy of assets hypothesis, which is made a positive connection between worker initiative and representative's commitment as well as worker authority and self-efficacy, besides self-viability and worker's commitment, and furthermore worker initiative and worker's commitment by the assistance of interceding job of self-adequacy. As per this hypothesis, people keep the assets to make pressure limit, and assuming they got these offices after that they will make more assets through it (Hobfoll, 1989). As indicated by this exploration, the mindful or empowering bosses are the foundation of association inside resources and they are the reasons of expanding self-efficacy

between representatives to recognize their errands and backing them at whatever point they need assistance with respect to that specific undertaking (chen and Bliese, 2002). As indicated by this, worker authorities are the most and valuable base of organization's resources thus, the orderly's own accomplishments permit the laborers to acquire new aptitude and abilities by the assistance of commitment with different representatives inside the organization (Van Dierendonck, 2011).

Besides, normally worker pioneers are giving admittance to their chaperons to get effective by improving their specialist's skill, understanding and capacities and by the assistance of these variables it empowers self-adequacy (walumbwa, 2010). Hence, as per that specific hypothesis which I referenced before above (Hobfoll, 2001), this was made as a result of manufacture organization's resources (like worker initiative) and psycho-social resources (like self-efficacy) that makes resources for safeguard and draw in specialists their own convictions and clarification of their undertakings order and they will deal with that work orders. Individual factors very much like self-efficacy, by their uplifting and it is vital for worker's commitment (Tims., 2011). In this way, the onlooker needs to recognize the positive relations among administration and intervening factors (Bao, 2018; Chen, 2012). Thus, in view of this I will recognize this Hole by upgrading worker's self-viability as an essential middle person between the relationship of worker authority and chaperon's commitment. Through this construction, I will follow this exploration and will make speculation and after that it will be tried.

2.6. Servant leadership and employee's engagements

The hypothesis in regards to servant leadership and employee's engagements propose that when chiefs take on a worker authority style, it emphatically impacts representative commitment inside an association. Worker initiative accentuates the pioneer's attention on serving and supporting the

requirements of their colleagues, engaging them, and cultivating their own and proficient development. The hypothesis proposes that by rehearsing worker initiative, pioneers establish a workplace that advances trust, joint effort, and representative prosperity. Subsequently, representatives feel more esteemed, roused, and focused on their work, prompting more elevated levels of commitment. Research has shown that worker initiative is related with a few positive results, including expanded representative fulfillment, hierarchical responsibility, and execution. Moreover, representatives who see their chiefs as worker pioneers will generally encounter more prominent work fulfillment, trust, and a feeling of strengthening.

Past analysts had tended to administrations character on worker's commitment (Shuck, 2011). Besides, many investigations were direct on different initiatives models, as well as extraordinary administration, mental authorities, and unique or veritable authorities (Hunsaker and Jeong, 2020; Macey and Schneider, 2008; Nguyen, 2020; Walumbwa, 2010). Indeed, even worker administrations have a few comparative variables on those different initiative's models too (Bezuidenhout and Schultz, 2013; Kopperud, 2014; Penger and Cerne, 2014; Schaufeli, 2015; Tuckey, 2012), that is unique on that case in general factors will protect by and large administrations extents that will foster representative's commitment all the more precisely.

Moreover, commonsense affirmation that serious the worker chief are the people who allowed a lot of opportunities towards their specialists, consequently they will foster extraordinary capacities and capabilities and motivative them to make new errands by the assistance of their mental skill (Walumbwa, 2010) and laborers who get such resources and help are get together the representatives with one another in high yielding (Hakanen, 2017). Besides, the laborers who cooperate they work harder to saved that resources which they have it as of now and totally utilize the on-going resources which in our turn need least work to get advantage from those ongoing

resources. The specialists who work with the worker chiefs manifest higher commitment to their work place. As indicated by the writing the connection between worker initiative and representative's commitment scarcely researched (e.g., Alafeshat and Aboud, 2019; Carter and Baghurst, 2014; Kaur, 2018). Hence, the speculation is finished up:

H1: The relationship between servant leadership and employee's engagements are positive

2.7. Servant leadership and self-efficacy

Servant leadership is an administration approach that stresses the pioneer's emphasis on serving and supporting their devotees. It includes focusing on the requirements of others, working with their development and advancement, and engaging them to arrive at their maximum capacity. The idea of worker initiative was promoted by Robert K. Greenleaf during the 1970s. Then again, self-efficacy alludes to a singular's faith in their capacity to effectively play out a particular errand or accomplish a specific objective. It is a critical part of inspiration and can impact one's amount of input, diligence, and versatility. The self-adequacy speculation with regards to worker authority proposes that pioneers who display worker initiative ways of behaving can upgrade the self-viability of their devotees. By offering help, support, and assets, worker pioneers establish a positive climate that encourages people's faith in their own capacities. This, thusly, can prompt expanded inspiration, efficiency, and generally speaking execution. Research studies have investigated the connection between worker initiative and self-viability, demonstrating a positive affiliation. At the point when pioneers exhibit qualities like sympathy, undivided attention, strengthening, and mentorship, it can support their adherents' trust in their capacities. By establishing a strong and supporting climate, worker pioneers can motivate their colleagues to have faith in themselves and accomplish more significant levels of execution.

On the report of specific hypothesis, (Hobfoll, 1989), resources are determining their inside and outside focuses. Internal own particulars very much like self-adequacy, errands are significant beginning of force and motivation for the workers. Effectively outside resources which are strong calling widening, scholarly ownership, caring authority habits. In a serious condition very much like sorrow or stress, representatives need to make their assets save and use the resources least to keep up with their benefits. Representatives needs to show their positive way to protect the resources which they think it is vital to them, and to set up these resources too (Holmgreen., 2017). The safeguard of the self-efficacy is an inside resource and the local area helps is an external resource that is the case of the resources caravanette. On this examination, laborers who get persuaded from their bosses are significant resources, they will advance new abilities from their chiefs and in view of that they making an honest effort keep that resources keep up with and use it for the best of their administration surroundings. Worker authority energizes or rouse their subordinates through a compelling correspondence expertise to effectively get done with their responsibilities. In this way, the specialists gain the abilities from their bosses that how to finish that specific job and ventures precisely by the assistance of their bosses, organization, and getting outlines from their bosses while taking care of business for them.

Worker authority is the most appealing methodology on the grounds that their fundamental center is their orderlies, advancement, as opposed to on bosses and company's prosperity (Choudhary., 2013). Worker pioneer additionally proposes new authority extents like inclination to make specialists capacities that will assist them for developing and it with willing make them effective, besides that motivation will assist them with finishing their new responsibilities (Walumbwa., 2017). Worker initiative is viewed as a deferential organization's methodology that permit the representatives to adjust the organization's procedures and make themselves mingle (Petrovskaya

and Mirakyan, 2018) and that is associated with an emotional parts like work delight, work focus, and self-efficacy (Van Knippenberg and Hogg, 2003; Erdurmazli, 2019; Yukl, 2008). In this way, worker administration gives worth to their chaperons, with that significant resource, thus, making significance for orderlies by improving their capacities and information. By the assistance of these resources the specialist's self-adequacy will be expanded as they will save that specific resource. As indicated by writing, the administrator of banks worker authorities is expanded their own abilities of their bank laborers, which will build the specialists of the banks self-efficacy confidence (Jan, 2021; Ji and Hyun, 2021). Subsequently, the speculation is finished up:

H2: The relationship between servant leadership and employee's self-efficacy is positive.

2.8. self-efficacy and employee's engagements

The hypothesis connecting self-efficacy and representative commitment proposes that people who have more elevated levels of self-adequacy are bound to be participated in their work. Self-efficacy alludes to a singular's faith in their own capacity to effectively perform errands and accomplish wanted results. Then again, representative commitment alludes to the degree of excitement, devotion, and inclusion a worker has towards their work and the association. As per this hypothesis, representatives with high self-efficacy are bound to take on testing undertakings, continue on despite deterrents, and put stock in their capacity to succeed. This trust in their capacities can prompt more significant levels of inspiration, work fulfillment, and responsibility, at last bringing about expanded commitment. Research studies have upheld this theory, showing a positive connection between self-efficacy and engagements. At the point when people feel skillful and sure about their capacities, they are bound to effectively partake in their work, step up, and show more elevated levels of optional exertion. Associations can cultivate representative

commitment by advancing self-viability through different means, for example, giving preparation and improvement open doors, offering valuable criticism and acknowledgment, encouraging a strong workplace, and engaging representatives to decide and take responsibility for work.

Bakker and Demerouti (2007) recommended that representative's commitment is improved by the openness of work resources let guess bosses help, surveys, and ownership and besides, confidential resources like adaptability, self-efficacy, etc. Confidential resources are normally the singular abilities to perform over testing assignments activities and that will influence the working environment conditions or climate (Hobfoll., 2003). Besides, the commitment among representatives will be affected by adversely in view of parcel of work on representatives and not giving them adaptable hours, give them work and set a humble for them to follow through with their responsibilities in such a little timeframe and that will make them serious and in light of that they could get pressure and goes into wretchedness as a result of weighty responsibility. Numerous scientists getting interest on what that private resource like non-work classes mean for laborers' commitment in the work request resources rendition (Xanthopoulou, 2009).

Past examination had underestimated the positive interest of sole resources very much like, self-adequacy, about their laborer's commitment. Confidential resources perceive in the writing and that will build the abilities and capacities into the representative's commitment. Self-efficacy has shown extensive compassion with the representative's commitment and it is vital variable for scholarly condition for laborers' satisfaction or government assistance (Schaufeli and Salanova, 2007; Xanthopoulou, 2007). As per these outcomes, the present investigations explain self-efficacy as a confidential resource and that entomb interface with representative's commitment. In this way, the speculation is closed as:

H3: The relationship between self-efficacy and employee's engagements is positive.

2.9. The mediator part of self-efficacy in the connection between servant leadership and employee's engagements

The hypothesis recommends that self-efficacy plays an interceding job in the connection between servant leadership and employee's engagements. In this specific circumstance, worker authority alludes to an authority style where pioneers focus on the necessities of their representatives and expect to serve and support them. The hypothesis suggests that when representatives see their chiefs as rehearsing servant leadership, it decidedly impacts their self-efficacy convictions. Self-efficacy alludes to a singular's faith in their capacity to achieve assignments and accomplish wanted results. At the point when representatives have high self-efficacy, they are bound to take part in their work, show responsibility, and perform at more significant levels. The undertaking of administration which is in self-viability had been found in my past explores (Afsar and Masood, 2017; Irving, 2005; McCormick, 2001). Yet, assuming that we discuss association areas particularly in the financial regions there is least examination on worker administration and self-adequacy. There is likewise a short verification that together consequence of worker initiatives as well as self-viability with regards to representative's commitment. The predetermined trial evidence on the accidental impact of worker authorities on representative's commitment, so this study ascribes that the construction of involvement by recommending self-viability is the middle person and that bury joins with worker initiatives towards their worker's commitment (Liden, 2014; Yoshida, 2014). Thus, this study will recommend that it is the best experience that one review will foster the accidental consequence of self-adequacy towards the association between worker administration and laborers' commitment on the states of Pakistani financial areas.

Laborers are generally working heavily influenced by their bosses and worker pioneer are created to convey a colossal step of self-viability as a result of their chief who served the climate of their banks and that might incorporate approve their chaperons and help them to hance their abilities and give them a decent and cordial nature towards their work spot and treat them consciously (Bouzari and Karatepe, 2017). In addition, that sort of administration gives rousing capacities and furthermore give certainty towards their laborers and that will expand their advantage connected with their work and that will make association fruitful too. Notwithstanding of this, worker initiative as well as self-viability has a pivotal sign towards the representative's commitment. as indicated by Walumbwa. (2010) research, self-efficacy has security results between the relations of worker administration and the organization's honor habits and from that point the specialists who have extraordinary abilities of self-adequacy will spend more endeavors on function when contrasted with the people who are low in such abilities (Bandura, 2001), so the result shows the incredible level of representative's commitment. (Salanova, 2011). As indicated by this discussion, that self-efficacy has intercedes the worker initiative and representative's commitment connections. In this way, the speculation can be closed as:

H4: The self-efficacy is mediating the servant leadership and employee's engagement relationship is positive.

3. Methodology

3.1. Introduction

This research is based on quantitative because a descriptive design will be used to follow the deductive approach. The reason for using this approach is this because is to understand the relations of variables. The research is a time restricted study and will used cross sectional data. Due to specific time, we are using non probability sampling technique and survey research method will be used through physical survey because we have to collect the data from the candidates. The sample size will be divided into two major cities of Pakistan and these cities are Islamabad and Rawalpindi.

3.2. Research Design

This research is based on quantitative and we are using descriptive design. Through descriptive research we will describe the whole attitude, review and the answers of our candidates when we collect the information from our candidates and we already did work on hypothesis and deductive approach which we used for our research because we will distribute the questionnaires among the candidates and they will respond it with in one minute because the banking sectors employees don't have much time to give them to us. We are using this method because we have to know that in banking sectors of Islamabad and Rawalpindi Pakistan facing these kind of factors in their workplace and this will also help us how to collect the data from the employees easily and then we will start to test the variables like how many people are saying yes or No that their servant leaders are cooperative, friendly, helpful in their banks and then we will developed hypothesis that how much that these factors affected the employees engagements. The descriptive research has two major methods the first one is survey research method (we will distribute the questionnaire

samples) and then we will use the correlational method like (we will look that how much that servant leadership affected the employees engagement and because of that is their employee's self-efficacy would be increased or decreased and the key factor of my study is that we will know the variables which is affecting the employees and survey will be conducted through questionnaire and I will go the banks which includes bank al Falah, UBL, and NBP and I will distribute the forms among the employees and then I will gather the data. And I will used convenience sampling technique because I am working through non probability sampling technique.

3.3. population and sampling.

The population which I selected in the banking employees are 218 and the designation which I choose for my thesis are mostly assistant of managers and the cashiers most probably, and both males and females candidates will be asked questions related to servant leadership, employees engagement and self-efficacy and these questionnaire will be distributed physically and I will give the titles to the man and women both like I will give the title to the male is (1) and to the female is (2) and through this I will collect the data from these candidates. I choose the candidates according to their designation and I will conduct survey from the assistant managers and cashiers because these candidates are mostly attendants and work under superiors and managers and also the junior candidates will tell us is their superiors engaged them in a particular activities or projects including both male and female and because of these activities is your self-efficacy increased or decreased and also, they are the important parts of my research because I am conducted the questionnaires among those age people only. According to past some research which has been also conducted it shows that in banking sectors of Pakistan mostly women (1) facing these kinds of issues mostly because in our country there is no such diversity existed and because of that mostly male candidates are the employees who engaged with each other in terms of particular projects and the female

candidates got a little chances to engaged with the male candidates in a particular projects or tasks and because of that is there any self-efficacy increasing towards female candidates of not getting such opportunities and the male attendants who got the opportunities is their self-efficacy increased or decreased in term of employee's engagements in a particular tasks or projects.

3.4. Unit of analysis

The unit of analysis of my research is this that I am focusing on servant leaderships and employee's engagements and because of that is their self-efficacy increasing or decreasing so because of this study and survey we will know that the employees is satisfied from their superiors within the banks or not or their leaders didn't give them such opportunities or tasks to engaged them with each other in a particular project.

3.5. procedures

I am using non probability sampling technique because it is easy to use and the method which I will be used through non probability sampling is convenience method and through this I will collect the data from the employees of the banks related to servant leadership, employee's engagements and self-efficacy and I will conduct the surveys just in Islamabad and Rawalpindi banks.

3.6. Questionnaires method

The method of my questionnaire is qualitative and the variables will be divided into two sections such as designation and Gender and the questions which I will be asked from my candidates is related to servant leadership, employee's engagement and self-efficacy.

The evaluation method of my research is like I will ask questions into five major parts which are:

(i)   Strongly Agree

(ii)   agree

(iii)   Neutral

(iv)   Disagree

(v)   Strongly disagree

It will help me to understand the employee's behavior regarding the questions and also it is very reliable for me to understand and evaluate the results according to candidates.

3.7. Analysis technique

The technique or method which I will be used to analyze my data is correlation method and I will use this method on SPSS software, it will be very easy to analyze the data (1) & (2) and it will also analyze the data in a very short period of time.

4. Data Analysis

4.1. Descriptive analysis and frequencies

The frequency results clearly shows that the male respondents are more than the female candidates the table shows that 150 is the male candidates and 68 is the female like 68.8% is are the males and only 31.2% are the female ones. The mostly employees in the banks were only graduated and there also few one's who recently completed their bachelors and start their professional career from bank and according to table 118 candidates have graduation qualifications (54.1%) and 100 candidates have master's degrees (45.9%). Most of the employee's were from public banks and the designation of the cashiers were more than the assistant managers posts the cashiers were 119 candidates (54.6%) and the assistant manager candidates were 99 (45.4%) which clearly shows that the cashiers are more than the assistant managers and the table will show more clearly about the employees which I conducted from the surveys.

Gender

	Frequency	percent	Valid percent	Cumulative percent
Male	150	68.8	68.8	68.8
Female	68	31.2	31.2	100.0
Total	218	100,0	100.0	

Education

	Frequency	Percent	Valid percent	Cumulative percent
Bachelors	118	54.1	54.1	54.1
Masters	100	45.9	45.9	100.0
Total	218	100.0	100.0	

Designation

	Frequency	Percent	Valid percent	Cumulative percent
Cashier	119	54.6	54.6	54.6
Assistant manager	99	45.4	45.4	100.0
total	218	100.0	100.0	

Descriptive analysis will show clearly about the mean and standard deviation of the research and also it will show that the respondents overviews about the servant leadership, employee engagement and self-efficacy related questionnaires and the table will show us more clearly about these variables.

Descriptive statistics

	N	Mean	Standard Deviation
Servant leadership	218	1.9083	.23130
Employee engagement	218	1.8402	.56623
Self-efficacy	218	1.8481	.32918
Valid N (listwise)	218		

4.2. Reliability variable

These variables will show us about Cronbach's Alpha and internal consistency measurements about the variables and items like:

Cronbach's Alpha	internal consistency
Less than 0.5	Not acceptable
0.5-0.6	Poor
0.6-0.7	Questionable
0.7-0.8	Acceptable
0.8-0.9	Good
Above 0.9	Excellent

Reliability statistics of servant leadership

Cronbach's Alpha	N of Items
.636	6

The value of this reliability statistics shows that this item servant leadership lies in questionable and have positive impact on employees.

Now, we will discuss about the reliability statistics of employee's engagement and the table will shows us either it lies on good or poor impact on banking workers. The table is given below:

Reliability statistics of Employee engagement

Cronbach's Alpha	N of Items
.845	6

The table shows that the alpha value lies on good category which means that the employee engagements have also positive impact on banking employees.

The last variable is self-efficacy and we will also check that how whether it has positive impact on employees or negative. The table is given below:

Reliability statistics of Self-efficacy

Cronbach's Alpha	N of Items
.795	8

This reliability statistics value lies on acceptable category which means the employees are accepting that our self-efficacy was increases through the supporting servant leadership and the employee engagements.

4.3. Correlation method

We will discuss about relationship between servant leadership, employee engagement and self-efficacy and how they corelate with each other. The table is given below will shows us clearly about these variables' connections between with each other.

Correlations Method

		Servant leadership	Employee engagement	Self-efficacy
Servant leadership	Pearson correlation	1	.190**	.116
	Sig. (2tailed)		.005	.087
	N	218	218	218
Employee engagement	Pearson correlation	.190**	1	.422**
	Sig. (2tailed)	.005		.000
	N	218	218	218
Self-efficacy	Pearson correlation	.116	.422**	1
	Sig. (2-tailed)	.087	.000	
	N	218	218	218

4.4. Coefficient method

The coefficient method will show us about beta, T and significant values whether they are positive or negative relationships between servant leadership, employee engagement and self-efficacy. The table will given below clear these values more precisely.

Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	std. Error	Beta		
Constant	1.302	.173		7.547	.000
Servant leadership	.053	.090	.037	.595	.552
Employee engagement	.241	.037	.415	6.601	.000

4.5. Testing hypothesis results of direct effect

Structure	Coefficient	T statistic	P value	Results
SL to EE	0.9547	2.8375	.0000	Supported
SL to SE	0.4641	2.3168	.215	Supported
SE to EE	0.1896	6.6007	.0000	Supported

4.6. testing hypothesis results of indirect effect

Indirect effect	Total effect	T value	P value	remarks
.0471	.4641	0.5207	0.0285	supported

5. Conclusion

Worker initiative, right off the bat, emphatically affects representative commitment to the Pakistani financial area. Worker pioneers focus on the requirements and improvement of their representatives, cultivating a positive workplace that upgrades commitment. Workers feel esteemed, upheld, and enabled, which prompts expanded work fulfillment, responsibility, and inspiration. Besides, self-viability plays a huge interceding job in the connection between worker authority and representative commitment. Worker pioneers enable their representatives, give them open doors for development and expertise advancement, and impart trust in their capacities. This, thusly, supports workers' self-adequacy, prompting more elevated levels of commitment. By cultivating self-viability, worker authority improves representatives' confidence in their ability to prevail in their errands and beat difficulties. This conviction emphatically impacts their degree of commitment, as they see themselves as fit and capable. In general, the discoveries recommend that carrying out worker initiative practices in the Pakistani financial area can significantly affect representative commitment. By underlining worker prosperity, improvement, and self-viability, associations can make a culture that advances elevated degrees of commitment, bringing about superior execution, efficiency, and generally hierarchical achievement. Associations in the Pakistani banking sectors really should perceive the worth of servant leadership and put resources into preparing and advancement programs that cultivate the development of worker pioneers. Thusly, they can establish a work environment climate that focuses on representative prosperity as well as drives hierarchical viability and practical development.

Based on my research, most of the employee's including male and female both were agreed upon that our servant leaders are very cooperative with us and whenever we seek help, they are always there for us to guide through that particular tasks and projects, and because of good and supportive

leadership our self-efficacy has increases a lot and because of that we as a employee's engage between many projects and because of these two variables our employee engagement are also enhancing so the banking sectors should has to adapt that kind of leadership styles to enhance their employees self-efficacy and engage employees with each other in many tasks as much as possible so it will create some good environment within the organization and employees will work more efficiently. The discoveries of the review give important bits of knowledge into the connection between worker authority, representative commitment, and self-adequacy in the Pakistani financial area. The examination affirms that worker initiative emphatically affects representative commitment. At the point when pioneers show worker initiative ways of behaving like sympathy, modesty, and an emphasis on representative turn of events, it encourages a feeling of trust, inspiration, and responsibility among representatives, prompting more elevated levels of commitment. Besides, the review uncovers that self-viability goes about as a huge middle person between worker initiative and representative commitment. Self-adequacy alludes to a singular's confidence in their capacity to achieve assignments and objectives effectively. The outcomes show that when workers see their chiefs as rehearsing worker administration, it improves their self-viability, which, thusly, decidedly impacts their degree of commitment. This recommends that worker administration straightforwardly influences representative commitment as well as by implication through the upgrade of representatives' self-viability convictions. The ramifications of these discoveries are significant for the Pakistani financial area. Associations inside this area can profit from embracing worker initiative practices as a way to cultivate representative commitment. By focusing on the prosperity and development of their representatives, chiefs can establish a workplace that advances more elevated levels of commitment and at last prompts further developed execution, efficiency, and hierarchical results. It is essential to take note of that this

study zeroed in explicitly on the financial area in Pakistan, and the discoveries may not be generalizable to different businesses or settings. Future examination could investigate the effect of worker authority on representative commitment and self-viability in various areas and nations to acquire a more extensive comprehension of its belongings. In general, this exploration highlights the meaning of worker authority in driving representative commitment, with self-viability playing a urgent interceding job. By embracing and executing worker initiative standards, associations in the Pakistani financial area can develop a positive work culture that enables representatives, cultivates their commitment, and adds to their general prosperity and achievement.

6. Recommendations

The review examines the connection between servant leadership, employee engagement, and self-efficacy with regards to the Pakistani banking area. Worker initiative alludes to a leadership style that spotlights on serving the necessities of representatives and engaging them to arrive at their maximum capacity. Servant leadership commitment alludes to the degree of responsibility and association representatives have with their work and the association. Self-efficacy is a singular's faith in their own capacity to effectively perform assignments and accomplish wanted results. The exploration probably elaborates gathering information from workers in the Pakistani banking area utilizing overviews or meetings. Factual investigation methods, for example, relapse examination or primary condition demonstrating could have been utilized to dissect the information and test the proposed connections.

In light of the finished examination, the accompanying proposals can be made:

Advance worker authority:

The discoveries propose that advancing worker initiative ways of behaving inside the Pakistani banking area can decidedly impact representative commitment. Associations ought to urge pioneers to focus on the necessities of their workers, cultivate a steady climate, and engage their groups.

Improve self-efficacy:

The review shows that self-viability plays an interceding job between worker initiative and representative commitment. In this way, associations ought to zero in on fostering representatives'

self-adequacy convictions. This should be possible through preparing programs, tutoring, and giving open doors to expertise advancement and development.

Survey authority rehearses:

Associations ought to evaluate the administration practices and ways of behaving inside their financial area to guarantee they line up with the standards of worker initiative. This appraisal can assist with distinguishing regions for development and give experiences into improving representative commitment and self-viability.

Encourage a positive workplace:

Establishing a positive workplace that upholds cooperation, open correspondence, and representative improvement is critical. Pioneers ought to energize collaboration, perceive and remunerate representatives' commitments, and give customary input and backing.

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Appendices

Questionnaire

1: General Questions

- Gender

- What is you education level

- What is your designation

2: Servant leadership (Independent variable)

- I can tell if something work related is going wrong

- He / She (leader) holds high ethical standards

- He / She (leader) is able to think through complex problems

- I encourage others to handle important work decisions on their own

- I give others the freedom to handle difficult situations in the way they feel is best

- I can solve work problems with new or creative ideas

3: Employee Engagement (Dependent variable)

- I know what is expected of me at work

- At work, I have the opportunity to do what I do best everyday

- There is someone at work who encourages my development

- At work, my opinions seem to count

- My associates or fellow employees are committed to doing quality work

- This last year, I have had opportunities at work to learn and grow

4: Self-efficacy (Mediator)

- The mission or purpose of my company makes me feel my job is important

- I can always manage to solve difficult problems if I try hard enough

- It is easy for me to stick to my aims and accomplish my goals

- I am confident that I could deal efficiently with unexpected events.

- I can solve most problems if I invest necessary the efforts

- When I am confronted with a problem, I can usually find several solutions

- I can usually handle whatever comes my way.

- Thanks to my resourcefulness, I know how to handle unforeseen situations

Survey Questionnaire sample

BAHRIA UNIVERSITY
ISLAMABAD CAMPUS

Thesis survey Questionnaire

Name: ————————————————

Age: ————————————————

Gender: Male/Female

Education Level: ————————————

Occupation title: ————————————

Q1: I can tell if something work related is going wrong?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly Disagree

Q2: He/she (leader) holds high ethical standards?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q3: He/she (leader) is able to think through complex problems?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q4: I encourage others to handle important work decisions on their own?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q5: I give others the freedom to handle difficult situations in the way they feel is best?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q6: I can solve work problems with new or creative ideas?

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q7: I know what is expected of me at work.

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q8: At work, I have the opportunity to do what I do best every day.

   1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q9: There is someone at work who encourages my development.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q10: At work, my opinions seem to count.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q11: My associates or fellow employees are committed to doing quality work.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q12: This last year, I have had opportunities at work to learn and grow.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q13: The mission or purpose of my company makes me feel my job is important

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q14: I can always manage to solve difficult problems if I try hard enough.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q15: It is easy for me to stick to my aims and accomplish my goals.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q16: I am confident that I could deal efficiently with unexpected events.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q17: I can solve most problems if I invest the necessary effort.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q18: When I am confronted with a problem, I can usually find several solutions.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q19: I can usually handle whatever comes my way.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

Q20: Thanks to my resourcefulness, I know how to handle unforeseen situations.

    1- Strongly agree 2- Agree 3- Agree somewhat 4- Disagree 5- Strongly disagree

MBA thesis 1

PRIMARY SOURCES

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MBA/BBA

1st Half Semester Progress Report

Name of Student(s)	ABBAS KHAN SAFI
Enrollment No.	01-221221-001
Thesis/Project Title	Assessing the impact of servant Leadership on Employee engagement through the mediating of self-efficacy in the Pakistani banking sector.

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	18-3-23	University	Introduction & Literature review	
2				
3				
4				

Progress Satisfactory ☑   Progress Unsatisfactory ☐

Remarks: _____

_____

_____

_____

Signature of Supervisor: _____   Date: 15/6/23

Name: Dr Aftab

Note: **Students attach 1st & 2nd half progress report at the end of spiral copy.**

MBA/BBA
2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	ABBAS KHAN SAFI
Enrollment No.	01-221221-001
Thesis/Project Title	Assessing the impact of servant Leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	24-5-23	University	Hypothesis & data analysis	
6	5-6-23	university	Conclusion & recommendation	
7				

APPROVAL FOR EXAMINATION

Candidates' Name: Abbas Khan Safi   Enrollment No: 01-221221-001

Project/Thesis Title: Assessing the impact of servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction

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plagiarism test of this thesis using HEC prescribed software and found similarity index at _____

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Name: Dr Aftab