Benevolent Leadership and Employee Performance: The Role of Self-Efficacy and Autonomy in SMEs

Faiza Baig and Qamar Ali
Lyallpur Business School, Government College University Faisalabad, Faisalabad, Pakistan
Muhammad Shahid Tufail
UE Business School, Division of Management and Administrative Sciences, University of *Education, Lahore, Pakistan*
qamarali@gcuf.edu.pk

Abstract

This study intends to examine the impact of benevolent leadership on employees' task performance and contextual performance in Pakistan's Small and Medium Enterprises (SMEs). In doing so, the study illustrates the mediating role of self-efficacy and the moderating role of autonomy in the relationship of BL and employees' task and contextual performance. Data were collected from a sample of 309 respondents from SMEs and analyzed with the help of partial least squares (PLS) and the PROCESS macro techniques. The structural equation model (SEM) results show that self-efficacy mediates the relationship between BL and task and contextual performance in SMEs. The findings of this study also reveal that the impact of BL on task and contextual performance is stronger when employees enjoy a higher level of autonomy. The paper discusses implications for research and practice in the fields of leadership and human resource management (HRM).

Keywords: Benevolent Leadership, Self-efficacy, Autonomy, Task Performance, Contextual Performance, Human Resource Management (HRM)

1. Introduction

Benevolent leadership has seen increasing interest of researchers during the last decade (Chan & Mak, 2012; Chen, Eberly, Chiang, Farh, & Cheng, 2014; B. S. Cheng, Chou, Wu, Huang, & Farh, 2004; Ghosh, 2015; Wu, Hsu, & Cheng, 2002). Supervisors with the qualities of benevolent leadership use respect, empathy, and compassion, which makes their behavior towards subordinates characterized with manners, kindness, and affection (B. Cheng, Chou, & Farh, 2000). The followers also reciprocate respect to benevolent leaders (P. M. Blau & Scott, 2003; Jackson & Bak, 1998). This leadership style implies that leadership impacts an individual personality and his followers' welfare (Farh & Cheng, 2000). The impact of BL on subordinates' work performance has been studied extensively (Chan, Huang, Snape, & Lam, 2013; Pellegrini, Scandura, & Jayaraman, 2010; Soylu, 2011).

Researchers in the past have statistically illustrated the impact of benevolent leadership on employee performance. However, most of this research is conducted in large-scale businesses (B.-S. Cheng, Chou, Huang, Farh, & Peng, 2003; B. S. Cheng et al., 2004; Gumusluoglu, Karakitapoğlu-Aygün, & Scandura, 2017; Pellegrini & Scandura, 2006). The purpose of this research is different in two respects: first, its focus is SMEs, and second, it looks at how dimensions of performance, namely task and contextual performance, are affected by a leader's behavior.

Research on benevolent leadership is still looking for answers as to what factors could possibly mediate the behavior of a benevolent leader and its employee-related outcomes (Chan & Mak, 2012; Niu, Wang, & Cheng, 2009). Self-efficacy and trust have been considered essential

elements between leaders and subordinates (B. S. Cheng et al., 2004). Based on social exchange mechanisms, benevolent leaders are supposed to bring a positive change in followers' behavior. In return, employees are supposed to reciprocate this respect in the form of better performance (P. Blau, 1964). On the other hand, the perception of self-efficacy is believed to enhance work performance. Against this backdrop, this study shows how benevolent leadership affects task performance and contextual performance mediated by employees' perception of self-efficacy (Chan et al., 2013; Chan & Mak, 2012; Kappagoda, 2018; Mao, Chiu, Owens, Brown, & Liao, 2019). However, in the work environment where employees do not feel autonomous, employees' poor performance is evident despite strong self-efficacy (Derue, Nahrgang, Wellman, & Humphrey, 2011). Therefore, we further hypothesize that employees' perception of autonomy most likely moderates the relationship of self-efficacy and employees' task and context related performance (Jiang & Gu, 2017; Lehmann, 2016; Svendsen, Unterrainer, & Jønsson, 2018; Van Scotter & Van Scotter, 2018).

2. Theory and Hypotheses Formulation

Social exchange theory (SET) illustrates that human actions are stimulated by the reciprocating benefits they are supposed to yield (Blau, 1964). This theory is often used in management studies due to its relevance with human behavior at work (Cropanzano & Mitchell, 2005). SET is built on the notion that individual interactions carry exchanges of resources (Brinberg & Castell, 1982) and that human interactions at the workplace are always bilateral (Cropanzano & Mitchell, 2005). Homans (1958) believes that social behavior is characterized by transactions that involve intrinsic and extrinsic outputs. The interactions between two parties lead to the sense of obligation to reciprocate each other's gestures. However, the nature and extent of reciprocation are never explicitly agreed upon (Blau, 1964). The situations demonstrate that individuals feel at ease in their employment under benevolent leadership. They are not under any pressure at work, and when their leader gives them self-efficacy, their work capacities improve, and their performance improves.

Benevolent leadership is defined as the behaviors of a leader characterized by manners, kindness, and affection and showing long-term concern for subordinates, particularly considering their life and wellbeing (Shaw, Tang, & Liao, 2020). Benevolent leaders use respect, empathy, and compassion, making their behavior towards subordinates considerate. Benevolent leaders provide support and care to their associates, inducing employee engagement (Chan & Mak, 2012; Christian, Garza, & Slaughter, 2011). The benevolent leader provides the atmosphere to their subordinates to feel free and work in a comfort zone. The leader not only helps in the workplace but also be humble in personal needs and thus in reward of this employees also work with devotion (Aycan, 2006; Farh, Liang, Chou, & Cheng, 2008; Pellegrini & Scandura, 2008).

Previous studies showed that benevolent leadership is most evident in the countries with Buddhist backgrounds, such as China and Taiwan (Chan & Mak, 2012; Wang & Cheng, 2010). In previous studies, the authors showed that followers worked with energetic behaviors when leaders show cooperative, transformational, effective, and moral behaviors (Avey, Wernsing, & Palanski, 2012; Choi, 2007; Den Hartog & Belschak, 2012; Li, He, Yam, & Long, 2015).

In contrast to other leadership styles, benevolent leadership focuses on moral beliefs, wellbeing, efforts, or consequences for the common good (Karakas & Sarigollu, 2012). The benevolent leader provides freedom to the employees at the workplace. If any mistake occurs, employees can be correct it, the humiliation of anyone is avoided; mentors are provided to subordinates, solve work problems. It can also be helpful in work areas like, behave with

subordinates as a family in case of any personal issues; they were helped by their leader beyond working relationship (Farh et al., 2008).

The productivity of subordinates enhances with benevolent leadership because subordinates are compelled to respond to the manager's kindness and compassion (Farh, Cheng, Chou, & Chu, 2006). Leaders are the persons who motivate, stimulate and appreciate their subordinates for accomplishing common goals and achieving organizational outputs (Andersen, 2016). The proponents of benevolent leadership believe in deep affection for work. Benevolent leaders encourage their followers with love and respect and help them in difficult situations (Alatf & Anjum, 2018). There is a positive relationship among employees and leaders in a benevolent atmosphere, enabling organizations to achieve their goals effectively. Chan and Mak (2012) and Rehman and Afsar (2012) have examined the direct relationship between benevolent leadership and employees' contextual performance. Alatf and Anjum (2018) have shown the direct connection between benevolent leadership and employee performance.

H1. Benevolent leadership has a positive direct impact on employees' task performance.

H2. Benevolent leadership has a positive direct impact on employees' contextual performance.

2.1 The Mediating Role of Self-Efficacy

Self-efficacy (SE) is defined as a person's ability and belief to control the execution of his behaviors (Lai et al., 2021). Self-efficacy can test the employees' inner confidence about what they can do and can't to achieve specific outcomes (Bandura, 1991). Higher the self-efficacy higher is the motivation level of employees, and consequently greater will be their well-being and personal accomplishment. People believe in their inner capabilities, which thus improves their performance level. Therefore, it helps curtail workplace challenges (Haddad & Taleb, 2016; Schunk & Pajares, 2002). The subordinates work more efficiently when the leader provides them with self-efficacy. Task performance refers to achieving operational excellence and contributing to the organization's core assignments, either directly by performing a job in the core production process or taking part in the firm's supply chain (Borman & Motowidlo, 1993). Contextual performance is different from task performance. Contextual activities are significant because due to their interpersonal character. Contextual performance works as a perceptive background for task performance, thereby providing the necessary impetus for task activities (Barman & Motowidlo, 1993). Researchers have shown the direct relationship of self-efficacy with employees' task and context-related performance (Tierney & Farmer, 2002; Baron & Morin, 2010).

H3. Self-efficacy has a direct positive influence on task performance.

H4. Self-efficacy has a direct positive influence on contextual performance.

2.2 The Moderating Role of Autonomy

The classical Greek understanding of Autonomy refers to "autonomous" comprising "auto" means self and "nomos" means standards, customs, or rules (Dworkin, 1988). Citizens in ancient Greece enjoyed the power and Autonomy of making rules and laws for themselves (Dworkin, 1988). Autonomy has a different meaning in different situations. Autonomy has been defined as the freedom provided to employees to produce the outcomes (Hackman & Oldham, 1975). Results showed that the performance of subordinates could be enhanced by Autonomy. Several studies have demonstrated the relevance of Autonomy concerning the link between employees' self-efficacy and performance (Van Scotter & Van Scotter, 2018). Through Autonomy, the performance of work and the performance of followers in the task and

contextual manners also contribute to organizational success. Autonomy is a motivational behavior that determines whether self-efficacy increases the performance of subordinates. When the Autonomy is high, the performance of subordinates will also be higher under the guidelines of benevolent leadership.

H5. Autonomy moderates the relationship between employees' self-efficacy and task performance.

H6. Autonomy moderates the relationship between employees' self-efficacy and contextual performance.

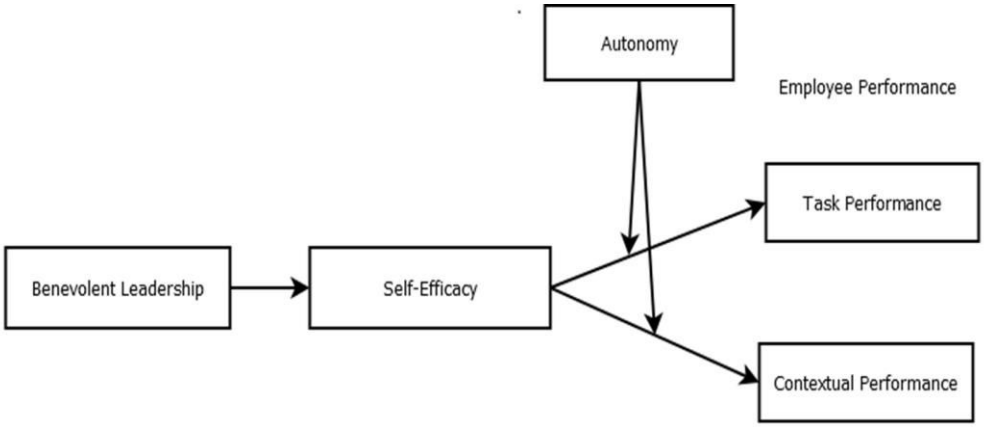

Figure 1: Research Framework

3. Method

3.1 Sample and Procedure

This research composed information from 309 respondents SMEs in Pakistan's most industrialized city, Faisalabad. A total of 400
questionnaires were distributed for data collection, out of which 344 questionnaires were received back, and 309 questionnaires were accurate and were finally included in the analysis. The remaining 35 did not fit due to incomplete properties. The response rate was 86%. Target participants were managers and their employees in SMEs in Faisalabad. Questionnaires were distributed during working hours. Respondents were asked about benevolent leadership qualities, self-efficacy, autonomy, task performance, and contextual performance. 84.8% of respondents were male, and 15.2% were female.

3.2 Measures

Supervisors responded to items related to benevolent leadership, and subordinates rated items associated with all other variables.

Benevolent Leadership: Supervisors of SMEs were asked to designate their agreement or disagreement on each factor on a five-point scale ranging from 1 strongly disagree to 5 strongly

agree. Elements used in this scale included "When I make a managerial decision at work, I reflect on the ethical consequences of my decision," "I take ethical rules seriously when I supervise people in this organization," "I keep my promises and commitment and expect my subordinates to keep there." The Cronbach's Alpha of benevolent leadership was 0.898.

Self-efficacy: Subordinates were asked to provide their responses on each factor on a five-point scale ranging from '1' strongly disagree to '5' strongly agree. Elements used in this scale include "I can always manage to solve the difficult problem if I try hard enough," "If someone opposes me, I can find the means and ways to get what I want," "It is easy for me to stick to my aims and accomplish my goals." The Cronbach's Alpha of self-efficacy was 0.762.

Autonomy: Employees were asked to designate their similarity and dissimilarity level on each factor on a five-point scale ranging "from 1 strongly disagree to 5 strongly agree". Elements used in this scale "The job allows me to make decisions about what methods I used to complete my work," "The job gives me the considerable opportunity for independence and freedom in how I do the work," "The job allows me to decide on my own how to go about doing my work." Cronbach alpha of autonomy was .917.

Task Performance: Participants were asked to respond on each factor on a five-point scale ranging from '1' strongly disagree to '5' strongly agree". Items in this scale included "Fulfills responsibilities specified in the job description," "Helps others who have been absent," "Helps others who have a heavy workload." The Cronbach's Alpha of task performance was 0.767.

Contextual Performance: Participants were asked to respond on each factor on a five-point scale ranging from '1' strongly disagree to '5' strongly agree." Elements used in this scale are "I feel emotionally drained on my work," "I feel used up at the end of the worked," "working with people all day is a strain for me." The Cronbach's alpha of contextual performance was 0.901.

4. Statistical Analyses

Hypotheses were tested directly and indirectly by Smart PLS 3.2.1, the demographic effect was tested by IBM SPSS (version 20), and moderation was tested by PROCESS macro. Numerical data summarized by descriptive statistics (Sekaran & Bougie, 2003) consists of evaluating statistics, frequencies, dispersion of structures and independent variables, and degree of important tendency and variability. Data were obtained by analyzing the mean and standard deviation of benevolent leadership, self-efficacy, autonomy, and task and contextual performance. Hence, outcomes about biographical questionnaires consist of frequencies and percentages retrieved from the sample characteristics.

PLS-SEM structural model is used to classify the coefficients among all paths of statistical significance and between independent & dependent variables. In addition, the method of bootstrapping is used. With the help of "bootstrapping, coefficients like outer loadings, path coefficients, and outer weights are observed ."Path coefficients help pronounce indirect & direct results of variables. For controlling common biasness, this research gathered dyad data from managers and their subordinates.

4.1 Analyses and Results

We used a partial least square approach to structural equation modeling (PLS-SEM) to test this study's hypothesis with Smart PLS 3.0 (Ringle, Wende, & Becker, 2014). Covariance-based

SEM and variance-based SEM are two approaches of SEM. In covariance-based SEM, data is generally circulated, and in variance-based SEM, it does not need multivariate ordinariness (Garson, 2016; Hair, Black, Babin, & Anderson, 2014). Our data is not in normality criteria. That's why we use a variance-based approach with PLS-SEM.

Table 1. Demographic Characteristics

	Frequency	Percent
Gender		
Male	262	84.8%
Female	47	15.2%
Total	**309**	**100.0%**
Age		
18-25	97	31.4%
26-32	122	39.5%
33-40	75	24.3%
Over 41	15	4.9%
Total	**309**	**100.0%**
Experience		
0-5 Years	95	30.7%
6-10 Years	127	41.1%
11-15 Years	71	23.0%
Above 15 Years	16	5.2%
Total	**309**	**100.0%**

There are 5 constructs included in this research; they are benevolent leadership (BL), Self-efficacy (SE), autonomy (Aut), Task performance (TP) and contexula performance (CP). Table 2 presents AVE, composite reliability, R square, and Cronbach's Alpha.

Average Variance Extracted (AVE) is a measurement tool established by Fornell and Larcker (1981). The average variance extracted has frequently been used for evaluating discriminant validity. "The AVE of every one of the latent constructs have to be higher than the best-squared correlation with some other latent variable." If this is the case, discriminant validity is set up at the assembly level. This rule is called Fornell–Larcker criterion.

Table 2. Overview of Quality Criteria

Constructs	AVE	Composite Reliability	R square	Cronbach`s Alpha
Benevolent Leadership	.485	.893		.898
Self-efficacy	0.545	0.833	0.244	0.762
Task performance	0.520	0.843	0.215	0.767
Contextual performance	0.636	0.923	0.427	0.901

Composite reliability is often called construct reliability. It is the process of measurement of internal consistency as Cronbach alpha. According to Brunner & SÜβ (2005), these are equal to the total variance of scale score. It is "an indicator of the shared variance among the observed variables used as an indicator of a latent construct" (Fornell & Larcker, 1981). Composite

reliability`s value should be greater than 0.6. R^2 is the symbol of the determination of Coefficient and is also called squared of R. It's a statistical tool that explains the fitted data on the regression line. "It's also known as the coefficient of determinations for multiple regressions or coefficient of determination". The variance of the variable of endogenous express's through its variable of exogenous. In internal consistency, Cronbach alpha is used to measure results. It is considered to scale consistency. All the values are greater than 0.6.

Table 3 shows the values of Cross Loadings. The value of benevolent leadership is high among all variables in a row. Further, it shows, self-efficacy`s value is greater than all the non-target variables. The next variable is task performance and the value of TP is high among all the variables. The variable of contextual performance shows the highest values among all non-target variables.

Table 3. Cross Loadings

Construct	Benevolent Leadership	Self-Efficacy	Task Permanence	Contextual Performance
BL 1	.832	.276	.142	0.221
BL 2	.659	.121	.069	0.073
BL 3	.555	.226	.177	0.143
BL 4	.620	.267	.162	0.315
BL 5	.720	.197	.091	0.091
BL 6	.613	.092	.079	0.114
BL 7	.675	.499	.347	0.579
BL 8	.669	.182	.050	0.115
BL 9	.866	.508	.443	0.658
SE 1	0.280	0.690	0.360	0.471
SE 2	0.257	0.644	0.275	0.346
SE 3	0.347	0.671	0.240	0.259
SE 4	0.342	0.699	0.213	0.329
SE 5	0.426	0.643	0.369	0.489
SE 6	0.312	0.692	0.239	0.373
TP 1	0.331	0.347	0.773	0.484
TP 2	0.251	0.280	0.783	0.384
TP 3	0.270	0.397	0.757	0.340
TP 4	0.175	0.254	0.694	0.357
TP 5	0.229	0.244	0.579	0.406
CP 1	0.451	0.444	0.382	0.841
CP 2	0.305	0.298	0.238	0.570
CP 3	0.481	0.560	0.508	0.864
CP 4	0.293	0.306	0.233	0.631
CP 5	0.390	0.410	0.406	0.840
CP 6	0.491	0.504	0.546	0.873
CP 7	0.559	0.605	0.589	0.900

BL = benevolent leadership; SE = self-efficacy; TP = task performance; CP= contextual performance

4.2 Discriminant Validity

Fornell and Larcker (1981) suggested that the square root of the AVE of every latent variable must be greater than the correlation of all the variables.

Table 4. Discriminant Validity (Fornell and Larcker 1981)

Construct	Benevolent Leadership	Contextual Performance	Self-efficacy	Task Performance
Benevolent Leadership	**0.697**			
Contextual Performance	0.547	**0.798**		
Self-efficacy	0.494	0.580	**0.674**	
Task Performance	0.357	0.546	0.433	**0.721**

The Table 4 above shows the value of BL (i.e. 0.697), CP (i.e. 0.789), SE (i.e. 0.674) and TP (i.e. 0.721) respectively.

4.3 Structural Model

PLS-SEM was used to test the mediation and moderation. A combination of Regression analysis and Factor analysis was used to check the relationship of variables. The structural model is helpful for researchers by testing the study hypothesis, whether the change requires in structural path and study boosts its finding or not (Urbach & Ahlemann, 2010). In the structural model, first, we measure C.D (coefficient of determination), which is used to check the percentage of change, denoted by R square, check its value whether it is small, medium, or large. Then we measure the f square (effective size of variables) and then calculate the Q square (predictive relevance).

Structural model PLS-SEM tests the significance level among dependent & independent constructs. Bootstrapping method is used in PLS (Vinzi, Trinchera, & Amato, 2010). By this approach, t-statistics value and errors can be checked. Through t statistics, the value of path coefficient finds in bootstrapping PLS-SEM. (Vinzi et al., 2010). Bootstrapping provide the higher R-square in a broad series of a structural model in PLS-SEM (Hair, Ringle, & Sarstedt, 2013). The bootstrapping method shows the significance level among structural models (Hair et al., 2013). Bootstrapping is a non-parametric method. This method utilizes the coefficient; for example, outer weight, outer loading, and path coefficient are significant after the standard errors are estimated. The sample size may be used five hundred to five thousand (Hair et al., 2013). However, the researchers used 50 sub-samples for a proper date. The structural model`s result presented in figure two and table five shows its implications.

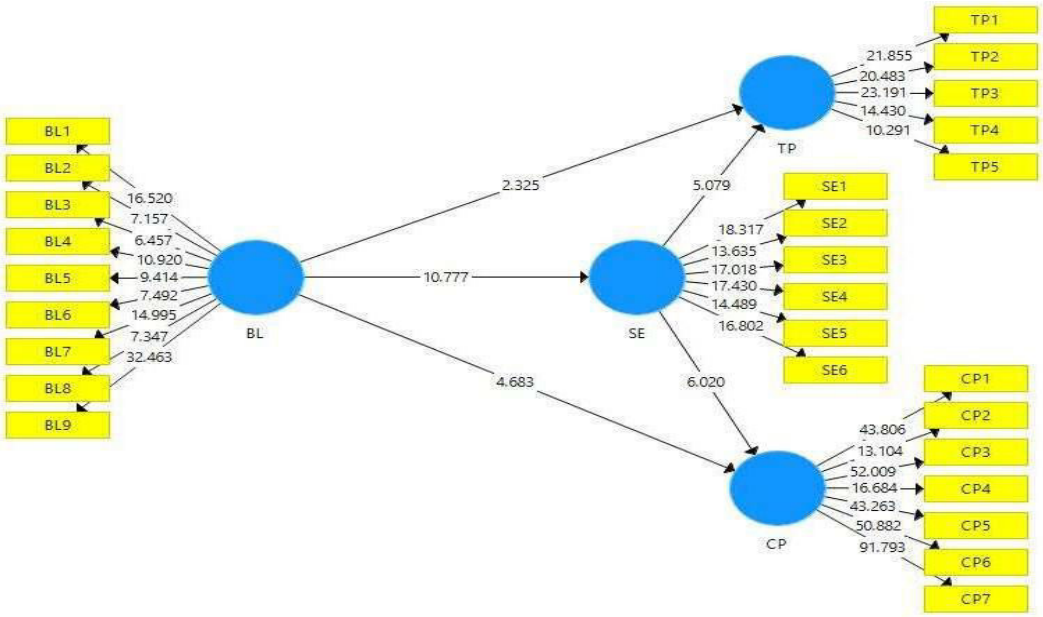

Figure 2. Path diagram

Table 5 of direct and indirect effects show an association between benevolent leadership & contextual performance. The original sample (beta value) is .355, t value is 5.049 & p-value is significant as 0.000. Further relationship pronounced significant value of the mean of benevolent leadership & self-efficacy as .499 its original sample, t value is 10.669 and p-value is 0.000. Moreover, significant affiliation explained by the original sample is 0.189; t value is 2.453, and the p-value is 0.014 among benevolent leadership & task performance. Then table shows the important link of SE & performance of contextual through the value of the original sample as 0.410, t value is 6.514 & p-value is 0.000.404. Additional connection of self-efficacy and task performance explained with the value of the original sample is 0.340, t value is 5.321, and the p-value is 0.000.

The table also explained the indirect relationship of benevolent leadership & contextual performance through self-efficacy by the significant value of mean .202 and its error of standard explained as .034. Then the further indirect association of benevolent leadership & task performance through self-efficacy with the significant mean value is 0.173, and its standard error is 0.037.

Table 5 Direct And Indirect Effect of Path Estimates

Path	Beta	S.D	T	P
B.L☐C.P	0.345	0.068	5.049	0.000
B.L☐ S.E	0.494	0.046	10.669	0.000
B.L ☐ T.P	0.189	0.077	2.453	0.014
S.E ☐ C.P	0.410	0.063	6.514	0.000
S.E ☐ T.P	0.340	0.064	5.321	0.000
B.L ☐ S.E ☐ C.P	0.202	0.034	5.867	0.0000
B.L ☐ S.E ☐ T.P	0.168	0.037	4.528	0.0000

BL = benevolent leadership; SE = self-efficacy; TP = task performance; CP= contextual performance

5. Discussion & Findings

The study showed the outcome of benevolent leadership on TP & CP with the help of SE as mediator and autonomy as moderator. The main objectives of this research are to examine the impact of benevolent headship on task and contextual performance, to investigate how benevolent leadership affects self-efficacy, to explore self-efficacy as a mediator among benevolent leadership, TP & CP, to check the role of autonomy as a moderator between the association of self-efficacy & TP & CP.

Prior research led by Chan and Mak (2012) & Rehman and Afsar (2012) has examined the direct association between BL and & TP and revealed a positive relationship. This study also found similar outcomes. Thus H1 has supported this study. The second hypothesis of this research is the direct impact of benevolent leadership on contextual performance. A previous study led by Alatf and Anjum (2018) has shown the direct relationship of BL on performance. That's why H2 is supported in this study. The third hypothesis is SE has a direct positive influence on TP. A previous study also showed the direct relationship of SE with a performance by Tierney and Farmer (2002). Thus H3 supported this research. The fourth hypothesis of this research is to direct the impact of SE on contextual performance. The prior study led by Baron and Morin (2010) also explained the direct relationship of SE with performance. Hence H4 is accepted. The fifth assumption of this research is that autonomy moderates the association among BL, SE & TP, and the sixth hypothesis shows that autonomy moderates the connection among BL, SE & CP. these hypotheses are supported by social exchange theory (P. Blau, 1964). Thus H5, H6ares accepted.

5.1 Theoretical Implications

This research took part in the literature by finding a new connection. Various variables have been used in this research that was not used earlier. That's why benevolent leadership tested with task performance and contextual performance, which were not experienced before. Moreover, self-efficacy was tested as a mediator between benevolent leadership and task & contextual performance. The study also showed Autonomy as a moderator among self-efficacy and task & contextual performance. By testing these variables, results show the direct and indirect effects for investigating the innovative insight in literature. This research takes part in literature by showing the results of self-efficacy as a mediator among benevolent leadership and task & contextual performance. The study also contributes to the role of Autonomy as a moderator in literature by exploring effect results among self-efficacy and task and contextual performance.

Further, this present research has made the appropriate participation in literature. Thus this reasonable contribution was conducted in various Asian societies. Moreover, a previously worked study has not consisted of SMEs, but this present research has been done in SMEs. Thus this participation is creating a unique and different atmosphere.

5.2 Managerial Implications

Human resources are the essential assets for the business. By human resources skills, an organization can compete with other organizations. Still, it can also become a hurdle in the success of an organization because of the unprofessional behavior of managers. The limitations can be increased in the absence of effective leadership. That`s why it is important to know the reasons for these activities. Tested relationships among variables can be comprehensive for managerial implications. This research proved that benevolent leadership is very efficient for

the organization. So the management & organization must adopt this leadership style for effective progress.

6. Conclusion

In order to gain insights into the research of benevolent leadership, this study investigates the effect of benevolent leadership on task and contextual performance. It examines how self-efficacy mediates and autonomy moderates these relationships. No previous research is available for the impact of benevolent leadership with mediating effect of self-efficacy and moderating effect of autonomy on task performance and contextual performance. The main attention of research is to evaluate the relationship of benevolent leadership, self-efficacy, autonomy, task performance, and contextual performance. Outcomes of this study showed a positive and significant association between benevolent leadership and task and contextual performance. Self-efficacy is found to have a mediating role between the association of benevolent leadership and task and contextual performance, such as it enhances the task and contextual performance. Moreover, autonomy is found to have a moderating effect on the relationship between self-efficacy and task performance and self-efficacy and contextual performance.

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Appendix A
Moderation Results through PROCESS Macro

Moderating Role of Autonomy among the association of BL, self-efficacy & task performance

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4059	.1648	.2259	60.5654	1.0000	307	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-1.8417	.2382	-7.7321	.0000	-2.3104	-1.3730
BL	.4374	.0562	7.7824	.0000	.3268	.5480

Outcome Variable: Task performance

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4851	.2353	.2068	23.3906	4.0000	304.0000	.0000

	coeff	se	t	p	LLCI	ULCI
constant	3.8853	.2575	15.0878	.0000	3.3786	4.3921
BL	.0643	.0617	1.0407	.2989	-.0573	.1858
SE	.3875	.0721	5.3715	.0000	.2455	.5295
Autonomy	.2022	.0570	3.5505	.0004	.0902	.3143
Int_1	.2798	.0783	3.5728	.0004	.1257	.4338

Int_1 : SE x Autonomy

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M*W	.0321	12.7649	1.0000	304	.0004

Focal predict: SE (M)

Mod Var: Autonomy (W)

Conditional effects of the focal predictor at values of the moderator(s):

Autonomy	Effect	se	t	p	LLCI	ULCI
-.5783	.2257	.0663	3.4052	.0007	.0953	.3562
.2679	.4624	.0835	5.5394	.0000	.2982	.6267
.4217	.5055	.0915	5.5215	.0000	.3253	.6856

Moderating Role of Autonomy among the relationship of BL, self-efficacy & contextual performance

Model Summary

R	R-sq	MSE	F	df1	df2	p

.4059	.1648	.2259	60.5654	1.0000	307.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-1.8417	.2382	-7.7321	.0000	-2.3104	-1.3730
BL	.4374	.0562	7.7824	.0000	.3268	.5480

Outcome variable: Contextual Performance

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7514	.5647	.2565	98.5738	4.0000	304	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.1168	.2868	10.8683	.0000	2.5525	3.6812
BL	.1570	.0688	2.2837	.0231	.0217	.2924
SE	.5408	.0803	6.7318	.0000	.3827	.6989
Autonomy	.7316	.0634	11.5326	.0000	.6067	.8564
Int_1	.5671	.0872	6.5040	.0000	.3956	.7387

Product terms key: Int_1 : SE x Autonomy

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M*W	.0606	42.3021	1.0000	304.0000	

Focal predict: SE (M)

Mod var: Autonomy (W)

Conditional effects of the focal predictor at values of the moderator(s):

Autonomy	Effect	se	t	p	LLCI	ULCI
-.5783	.2129	.0738	2.8834	.0042	.0676	.3581
.2679	.6928	.0930	7.4513	.0000	.5098	.8757
.4217	.7800	.1020	7.6508	.0000	.5794	.9806

Autonomy	Effect	BootSE	BootLLCI	BootULCI
-.5783	.0931	.0374	.0249	.1716
.2679	.3030	.0542	.2065	.4191
.4217	.3412	.0613	.2318	.4726