



Examining the relationship between self-actualization and job performance via taking charge

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ABSTRACT

Based on Construal-level theory, this study hypothesized that self-actualization positively relates to employees' taking charge, and self-actualization affects creative performance and normal performance through taking charge positively, but the effect is different. The authors selected a cross-sectional design to investigate interrelations amongst study variables at two different time points with the interval of one month, and surveyed 417 team members and 186 immediate team leaders in the banking sector in Pakistan. The authors used individual-level data to evaluate the validity and test the proposed relationships by using Mplus. They revealed that self-actualization affects taking charge positively, and taking charge mediated the relationship with the difference in effect e.g. taking charge has high effect on creative performance in comparison to normal performance. The outcomes carry out important implications aimed at increasing high-level self-actualization that results in taking charge, and so on leads to creative and normal performance.

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Introduction

In a promptly increasing competitive ambiance, service organizations are trying to advance their capabilities for change and innovation (Agnihotri et al., 2014). Thus, organizations need creative workers to initiate organizational innovation. Employee creativity is accepted as the most important factor for creating a competitive advantage (Shalley, Zhou, & Oldham, 2004). Therefore, organizations count on workers to fit into place in proactive behaviors in order to advocate change, innovation, and creativity (Campbell, 2000; Crant, 2000; Frese & Fay, 2001; Howell, 2005; Morrison & Phelps, 1999; Parker, 2000; Rank, Pace, & Frese, 2004; Shalley et al., 2004; Unsworth, 2001). By fact, employees are growth-oriented and are thus expected to engage themselves in taking charge behaviour to enhance their maximum potential (Roche & Haar, 2013). Therefore, the conception of taking charge has appeared as a crucial aspect of proactive behaviors (Crant, 2000; McAllister, Kamdar, Morrison, & Turban, 2007; Morrison & Phelps, 1999; Parker & Collins, 2010). Nevertheless, not all individuals take charge and engage in voluntary behavior, which benefits the organization and improves organizational performance. Hence, at this point, this research posits a crucial question: why does someone adapt change-oriented behavior and takes charge voluntarily, which benefits the organization, not them?

Taking charge refers to “voluntary and productive endeavors, by individual workers, to effect organizationally practical change for how a job is performed within the frameworks of their professions, work units, or firms” (Morrison & Phelps, 1999). A key factor of this kind of behaviour is that it is innovative and change-oriented and pushing individuals to be more adaptive (Grant & Ashford, 2008). We would like to suggest that further in terms of Construal level theory “Construal level refers to the ways that people encode and retrieve information” (CLT- McCrea, Liberman, Trope, & Sherman, 2008; Trope & Liberman, 2010), taking charge should be regarded as a high-level construal of proactive behaviours. Followed by Construal level theory (Trope & Liberman, 2003, 2010), individuals act as a result by shaping abstract mental construal(s) of distal purposes. Such that, in goal-directed endeavors, the desirability of activity's end results signifies a high-level construal, while the practicability of accomplishing these end results indicates a low-level construal (Liberman & Trope, 1998). High-level-construal works to develop individual's mental horizon; it assists individuals to connect to their broader, long term goals and assists in highlighting the significance of these concerns in the

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present (Ledgerwood, Trope, & Liberman, 2015) whereas, low-level construal pertains to the means for reaching that end state.. In other words, decisions concerning near future endeavors (low-level construal) are more influenced by the desirability of end results in the distant future (high-level construal) than the practicability of accomplishing the end state (Liberman & Trope, 1998). Therefore, only those with high-level construal adapt change-oriented behaviour and take charge voluntarily, which benefits the organization in the present but fruitful to them in the distant future. Because, they have clue about the end results and so is the reason, they engage themselves in voluntary behaviour. Given that Self-actualization, “the desire to become more and more what one is, to become everything that one is capable of becoming” (Goble, 1970), triggers individuals to engage in taking charge and leads to creative performance (Dunn, 1961; Garfield, Cohen, & Roth, 1969; Goff & Torrance, 1991; Rhodes, 1990; Torrance, 1962). Maslow (1954) posits that a high-level of creativity may be linked with higher functioning and a high-level of self-actualization or vice versa. Therefore, another question needs to be answered; why does an employee take the risk and engages in high functioning or taking charge only when his self-actualization is high.

Research has shown that diverse elements of psychological distance (time, space, social distance, and hypotheticality) affect mental construal and, in turn, these construals direct prediction, evaluation, and behaviour (Trope & Liberman, 2010). Despite the fact, Maslow (1962) also considered that self-actualization might perhaps be evaluated through the conception of peak experiences. Following by Shostrom (1964), self-actualizing individuals hold a level of time-competence which permit them to construct efficient use of the present by resourcefully using past experiences in terms of attaining their long term goals or future objectives. Therefore, based on the construal level theory (Trope & Liberman, 2003, 2010) and Maslow's (1954), theory of self-actualization, high-level self-actualization expresses the high-level construal (vice versa). Such that high-level self-actualized individuals have a purpose (long term goals), focus on the bigger picture, enjoy and prioritize journey not the destination, focus on fundamental social motives (Krems, Kenrick, & Neel, 2017) and are motivated by growth (Aboobaker et al., 2020; Hoffman, 2018), which leads them to take charge and results in better creative performance. Therefore, based on above observations, we propose that taking charge is an important mediator of the relationship between self-actualization and creative and normal performance.

To sum up, we concentrated on this concern by assessing the theoretical framework portrayed in Figure 1 in the context of the banking sector and developing country. Past studies have not taken the perspective of construal level theory and paid attention to taking charge with self-actualization in recent years; therefore, it requires further investigation and a clear explanation. Therefore, in representing the relationships projected in a certain model and by responding above questions, our conclusion may advance the existing literature on self-actualization and proactive behaviours in numerous ways. First, we try to clarify the effect of self-actualization on taking charge from the construal level perspective. Second, we adjoin a new perceptive by extending the results of self-actualization to job performance from a taking charge perspective.

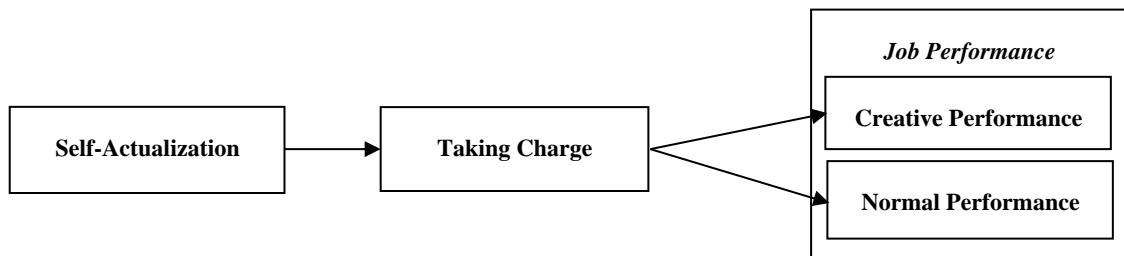


Figure 1: The Hypothesized Model

Literature Review

Conceptual Framework and Hypotheses Development

Creativity in Banking Sector

Creating in banking sector refers to existence of creativity in any process or activities associated with the service, either in terms of improvement of processes in which services are rendered, or in terms of the preparation and delivery of services offered. Creativity in banking services is pointed out through the new products and services which are offered by the company expenses from time to time, to boost up overall performance and meeting the customer needs and demands for their satisfaction and loyalty with organization (Al-salaymeh, 2013).

Creativity in service industry is identified as new services to facilitate and is offered to meet the needs and demands of a consumer or an external marketplace. In doing so, new services are the ones which are not offered to the users in the past e.g. designing new intangible goods or services, the changes in the current offerings, or services offered for a specific audience or segment of customers for the first time, is considered as new service. Moreover, it includes new form of investment funds, membership cards, personal loans, benca-products, and partnership plans with companies to meet competitive environment (Al-salaymeh, 2013).

Taking Charge, Self-Actualization, and Job Performance

Taking charge behaviour could be best defined as “Volunteer and productive endeavors, by individual workers, to result in organizationally practical change for how a job is performed within the frameworks of their professions, work units, or firms” (Morrison & Phelps, 1999). There could be three significant characteristics added as a foundation to distinguish taking charge from other perceptions. First, taking charge is *voluntary*, which represents the gesture is not obligatory and impulsive as a form of extra-role behaviour not officially required (Crant, 2000; (Moon et al., 2008). Therefore, taking charge behaviour is related to organizational citizenship behaviour (OCB) (McAllister et al., 2007). OCB could be referred to as organizationally favorable gestures and behaviours that can neither be imposed based on official job responsibilities nor brought forth by contractual recompense’ or guarantee (Organ, 1990). Second, it is *constructive and change-oriented*. Taking charge is naturally change-oriented, which indicates that it advocates workers to deal with the status quo to bring about effective changes that seek to advance individual, group, and organizational performance (Janssen, 2005; Morrison & Phelps, 1999). Third, taking charge is *challenging*. Taking charge obliges accountability and responsibility on the achievable outcomes of the action taken, likewise OCB. That is, it involves taking risks (Parker & Collins, 2010; McAllister et al., 2007; Dyne et al., 1995). Therefore, based on Construal level theory (CLT- McCrea, Liberman, Trope, & Sherman, 2008; Trope & Liberman, 2010), we consider taking charge as a high-level construal of proactive behaviours, because, high-level-construal works to develop individual’s mental horizon. It assists individuals to connect to their broader, long term goals and assists in highlighting the significance of these concerns in the present (Ledgerwood et al., 2015).

Taking charge is optimistically interrelated to employee’s work performance and affective organizational obligation for numerous reasons. First, empirical facts specify that people have an inherent need to struggle for consistency (Hogg & Cooper, 2007; Katz, 1960). Therefore, people strive to keep their behaviour and attitude consistent. Study shows that employees are growth-oriented and are thus expected to engage themselves in taking charge behaviours to enhance their maximum potential (Roche & Haar, 2013). In this regard, self-actualization is a constant course of action of self-growth and integration.

Self-actualization, “the desire to become more and more what one is, to become everything that one is capable of becoming” (Goble, 1970), triggers individuals to engage in taking charge. It only includes accomplishing one’s potential. Along these lines, somebody can be senseless, inefficient, vain and rude, and still self-actualized (Maslow, 1954,1943). Research has shown that diverse elements of psychological distance (time, space, social distance, and hypotheticality) affect mental construal. In turn, these construals direct prediction, evaluation, and behaviour (Trope & Liberman, 2010), and Maslow (1962) considered that self-actualization might perhaps be evaluated through the conception of peak experiences.

Following by Shostrom (1964), self-actualizing individuals hold a level of time-competence which permit them to construct efficient use of the present by resourcefully using past experiences in terms of attaining their long term goals or future objectives. Therefore, based on the construal level theory Trope and Liberman (2003, 2010) and Maslow’s (1954) theory of self-actualization, high-level self-actualization expresses the high-level construal (vice versa). Such that high-level self-actualized individuals have a purpose (long term goals), focus on the bigger picture, enjoy and prioritize journey not the destination, focus on fundamental social motives (Krems et al., 2017) and are motivated by growth (Aboobaker et al., 2020; Hoffman, 2018), which leads them to take charge and results in better creative performance.

Besides, various philosophers propose that inherently motivated individuals who aim to learn are likely to be regulated by their openness to experience, their willingness to seize risks, and their interest to develop their cognitive flexibility (Litchfield, 2008; Ryan & Deci, 2000). Therefore, creativity has been posited to be linked with self-actualization (Dunn, 1961; Garfield et al., 1969; Goff & Torrance, 1991; Rhodes, 1990; Torrance, 1962). Rogers (1961) and Maslow & Abraham (1968) also acknowledged creativity as a significant aspect linked with one’s self-actualizing tendency. It is seen as a process of problem-solving, “all-encompassing kind of knowledge in that it includes problem-solving through self-exploration, the self-assessment, insight and intuition (Talerico, 1986).” In fact, this basic problem-solving process could be considered as an evolutionary trait that has permitted the human race to adjust to its ever-changing surroundings, and as a result- survive. Thus, the creative process is an interactive practice or coping ability that applies an individual’s cognitive flexibility (Goff & Torrance, 1991; Rhodes, 1990; Rogers, 1961). Moreover, Maslow (1968) assumed that a mutual affiliation exists between self-actualization and creativity. He noticed creativity as an aspect that facilitates driving one’s self-actualizing tendency, thus fostering one’s creativity. Here is conformity, not merely that learning and creativity are vital to self-actualization, but the intrinsic motivation, self-consciousness, and self-actualization are also crucial to learning and creativity (Burlson, 2005).

Self-actualization has been studied to be efficient in persuading individual vocational behaviours such as risk-taking (a notion related to taking charge), thereby improving overall organizational performance (Maslow & Abraham, 1968). It is also identified that self-actualization leads to organizational commitment, job involvement, job satisfaction (Gopinath, 2020), self-efficacy and emotional intelligence (Asl, 2017). Additionally, employee’s self-actualization enhances their commitment which in turn leads to improved productivity and organizational performance (Solaja, 2015), and promotes psychological mindedness (Beitel et al., 2015). According to D’Souza et al., (2016), self-actualized individuals follow a pathway called growth motivation that shifts their focus from self-interest to social interest such as, engaging in voluntary behaviours that benefits the others, resulting in personal satisfaction. Besides, they are growth-oriented and engage themselves in altruism activities (voluntary behaviours) (D’Souza et al., 2016; Hoffman, 2018), thus, building on above arguments, we propose that;

Hypothesis 1: Self-actualization positively relates to employees’ taking charge

Hypothesis 2: *Self-actualization affects creative performance (a) and normal performance (b) through taking charge positively, but the effect is different e.g. taking charge has high effect on creative performance in comparison to normal performance(c)*

Research Methodology

Sample and Procedures

The present study is an explanatory research. It attempts to examine problems which the intentions of explaining the relationship among independent variables, mediator, and dependent variables. The author conducted a questionnaire survey to have a preliminary understanding on the creative performance and normal performance, associated with self-actualization, and taking charge at banking sector in the Pakistan. The author decisively chose the participants who work in the banking sector in Pakistan. Thus, to analyze the hypothesized model, the target population of this study has been frontline employees of the banking sector located in Pakistan. For data collection, a questionnaire survey was distributed and used as a data collection tool. The reason for selecting the questionnaire as data collection tool is, this is an explanatory study that it highlights the importance of quantitative research methodology. According to Spector (1994) and Saunders et al. (2009), a questionnaire survey is an effective instrument to measure research variables, and the information it gathers can be used to reveal intercorrelations among variables.

The study was cross-sectional, and survey was distributed to the team leaders and team members at two different points of time with the interval of one month. At one point in time, we collected responses from 417 team members, and at the second point of time, 186 leaders rated for their team members. On the questionnaire survey, a unique team code was assigned for the team leader and team members from the same team. This code ensured that the responses of the leader and the members belonging to the same team could be matched later. To minimize the potential of common method biases, we collected data from two different sources. Data included self-reported measures of individuals' self-actualization and taking charge, and in the second phase of time, individuals' creative and normal performance was rated by their team leaders.

Measures

The authors have used the already established measurement scales, and ensure the reliability and validity. 7-point Likert scale was used to get responses for all measurement scales; options ranged from 1= Strongly Disagree to 7= Strongly Agree. Moreover, the authors did not translate the questionnaire from English to Urdu because English is the official language of Pakistan (Ahmed, 2011).

Self-Actualization. We used the Short-index of Self-actualization or Self-actualization scale (SAS) developed by Jones & Crandall (1986). Questions were reverse-coded to avoid any confusion among participants while rating. These items include, "I do not fear failure," "I do not avoid attempts to analyze and simplify complex domains," "I am not bothered by fears of being inadequate." Cronbach's alpha for this study is .076.

Taking charge. We used Morrison & Phelps (1999) ten-item scale. Taking charge as a construct represents proactive, change, or challenge-oriented forms of citizenship (Dyne et al., 1995; Grant, Gino, & Hofmann, 2011). Since this variable was self-reported thus, we modified it accordingly. Two sample items are, "I often try to bring about improved procedures for the work unit or department," "I try to institute new work methods that are more effective for the company." Cronbach's alpha coefficient for this research is .82.

Creative performance. Innovative Job Performance scale developed by Janssen and Yperen (2004) was used to measure creative performance. As earlier clarified, the creative and normal performance of individuals in the team was rated by their team leaders to avoid possible common method bias. Furthermore, the scale was modified as per the flexibility of the survey. These items include, does this worker perform the following work activities? "Creating new ideas for improvement," "transforming innovative ideas into useful applications." These items assess that employee performs creative. Cronbach's alpha coefficient for this study is .94.

Normal performance. Items drawn from Eisenberger et al. (2010) were used to measure in-role performance. These items include "This employee adequately completes assigned duties"; "This employee completes tasks that are expected of me." These items assess tasks that the employees are expected to perform as regular functions of their jobs. Cronbach's alpha coefficient for this study is .88.

Control variable. Empirical research has found links between both demographic variables. Thus, we added gender, age, education, and tenure as control variables. We measured education on a four-point scale (1= "Diploma," 2= "Bachelors," 3= "Masters," 4= "PhD"), tenure level on a five-point scale (1= "Less than one year," 2= "1-3 years", 3= "3-5 years", 4= "5-8 years", 5= "Above 8"), age level on a four-point scale (1= "20-25 years", 2= "26-35 years", 3= "36-45 years" 4= "46-Above") and gender as a dichotomous dummy variable (1= female and 2= male).

Data Analysis and Results

Outcomes of CFA and path analysis for the given hypotheses in the current study are conducted by using Mplus (Muthén & Muthén, 2019). First, we conducted CFA to evaluate the discriminant validity of constructs and then path analysis to test current hypotheses.

Construct Reliability and Validity

We performed confirmatory factor analysis (CFA) on the four constructs of self-actualization, taking charge, creative performance, and normal performance. The fit of a four-factor model was tested. Table 1 shows that hypothesized four-factor confirmed acceptable fit ($X^2(112) = 149.63, p < .005; RMSEA = 0.05, CFI = .98$). Additionally, all the factor loadings were significant, sustaining convergent validity in this research.

To check the discriminant validity of our calculation, the model fit of the hypothesized four-factor model was weighed against a sequence of the nested alternative models. As presented in Table 1, the four-factor model fits the data finest, providing support for the distinctiveness of the variables.

Table 1: Model Fitness Statistics

Model	X ²	Df	X ² /Df	SRMR	RMSEA	CFI
Four-factor model (Default Model)	149.63	112	1.34	.06	.05	.98
Three-factor model ^a	201.95	115	1.76	.07	.07	.94
Two-factor model ^b	691.54	117	5.91	.13	.19	.61
One-factor model ^c	747.06	118	6.33	.38	.20	.57

Note: CFI= Comparative fit index; RMSEA= Root mean square error of approximation; SRMR = Standard root mean square residual

^a Self-actualization and Taking Charge was loaded on one factor; ^b Self-actualization, Taking Charge, and Creative Performance were loaded on one factor; ^c All variables were loaded on one factor.

Descriptive Statistics and Correlation Analysis

Means, standard deviations, and correlations are shown in Table 2. Table shows positive relationships of self-actualization with taking charge ($r = .545, p < .05$), creative performance ($r = .518, p = .05$) and normal performance ($r = .465, p < .05$). In addition, positive relationship was determined between taking charge on creative performance ($r = .548, p = .05$) and normal performance ($r = .451, p < .05$). The directionality of these preliminary descriptive results was consistent with hypotheses 1 and 2 expectations. All scales Cronbach's α were acceptable exceeding the value .70 (Table 2), as recommended by Nunnally & Bernstein (1967).

Additionally, control variables were not significantly related to our dependant variables. Therefore, we did not include control variables in regression analysis, which were not related to our dependant variables as recommended by Becker (2005) to evade a pointless decline in statistical power.

Table 2: Means, Standard Deviations and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Gender ^a	1.79	.408	-							
2. Age	2.15	.867	.295**	-						
3. Qualification	2.39	.571	-.085	-.236**	-					
4. Tenure	2.85	1.29	.270**	.668**	-.284**	-				
5. Self-Actualization ^b	4.52	.716	.145	.099	-.041	.140	(.76)			
6. Taking charge ^b	5.19	1.12	.018	.137	.111	.137	.545*	(.82)		
7. Creative performance ^c	5.42	1.13	.073	.077	.064	.072	.518*	.548*	(.94)	
8. Normal performance ^c	5.41	1.03	-.018	.021	.075	-.026	.465*	.451*	.610*	(.88)

Note: ns = 417 individuals from 186 Teams. ^a Female = 1, Male = 2 ^b Rated by team members. ^c Rated by team leaders. * $p < 0.05$; ** $p < 0.01$.

Test of Mediation

Table 3 shows the outcomes of the path analysis, and Sobel test for Hypotheses 1 and 2 (H2a, H2b, and H2c). In regards to Hypothesis 1, as specified by a significant unstandardized regression coefficient, the result states that self-actualization affects taking charge positively, ($\beta = .889, t = 8.076, p < .01$). Therefore, Hypothesis 1 was supported.

In support of Hypotheses 2a, 2b, and 2c, self-actualization was found to have an indirect effect on creative performance (2a) and normal performance (2b) and effect of taking charge on creative performance was stronger than the effect on normal performance (2c); this indirect effect was positive on creative performance (.603) and normal performance (.334), as we assumed (hypotheses 2a, 2b, and 2c). Besides, for significance of simple mediation, SOBEL test was also tested to identify z-value. The SOBEL test offers ways to verify the decline in the effect of the independent construct, after adding the mediator, is a significant decline and thus whether the mediation effect is statistically significant (Sobel, 1982). The formal two-tailed significance tests (supposing a normal distribution) verified that the indirect effect was significant for creative performance (Sobel $z = 6.226, p < .01$) and normal performance (Sobel $z = 4.126, p < .01$). Bootstrap results demonstrated the Sobel test (Table 3), with a bootstrapped 99% confidence interval around the indirect effect not containing zero for creative performance (.389, .797) and normal performance (.166, .501). Thus, all hypotheses received full support.

Table 3: Regression results for simple mediation

Regression results for simple mediation	B	SE	t Value	Sig.
Creative performance regressed on self-actualization	.820	.116	7.09	.000
Normal performance regressed on self-actualization	.710	.108	6.49	.000
Taking charge regressed on self-actualization	.889	.110	8.08	.000
Creative performance regressed on taking charge, controlling for self-actualization	.678	.069	9.85	.000
Creative performance regressed on self-actualization, controlling for taking charge	.217	.108	2.02	.046
Normal performance regressed on taking charge, controlling for self-actualization	.375	.078	4.44	.000
Normal performance regressed on self-actualization, controlling for taking charge	.366	.122	3.01	.003

Indirect effect and significance using distribution						
	<i>Value</i>	<i>SE</i>	<i>LL 95% CI</i>	<i>UL 95% CI</i>	<i>z</i>	<i>p</i>
Sobel (Creative performance)	.603	.097	.413	.793	6.23	.000
Sobel (Normal performance)	.334	.081	.175	.492	4.12	.000

Bootstrap results for the indirect effect				
	<i>Effect</i>	<i>SE</i>	<i>LL 99% CI</i>	<i>UL 99% CI</i>
Taking charge (Creative performance)	.603	.102	.389	.797
Taking charge (Normal performance)	.334	.085	.166	.501

Notes: Sample size = 417 individuals from 186 teams; number of bootstrap resample = 5,000; LL = lower limit; UL = upper limit; CI = confidence interval

Implications of the Study

Theoretical Implications

First, we consider that our outcomes add to the literature by supporting and broadening past results in numerous ways. Previous research has devoted slight attention to the relationship between self-actualization and job performance, including creative performance and normal performance, and to our knowledge, no prior study has examined the mechanism connecting these constructs. This study is the first to expand the focus of self-actualization research from the perspective of the construal-level theory and present the different scenario of how self-actualization influences job performance in the context of the banking sector and developing country, Pakistan. Based on current results, individuals with high-level construal seem to be in a better position to deliver the favorable performance implications of self-actualization and the resulting taking charge. In other words, self-actualization proved to have a significant relationship with taking charge.

Second, our research advances understanding about the connection between self-actualization and creative performance and normal performance by evaluating and observing the mediating mechanism in the relationship. Our study shows the role of taking charge of transmitting the effect of self-actualization on creative performance and normal performance. The study conclusion confirmed that self-actualization not only directly influence creative performance and normal performance but also indirectly assists creative performance and normal performance by improving taking charge. Besides, it also clarified that the effect of taking charge on creative performance is stronger ($\beta= .603$, $z= 6.226$) than the effect on normal performance ($\beta= .334$, $z= 4.126$).

Finally, this study also contributes to the Maslow (1954), Page, Chang, and Page (1991) and Rogers (1961) work, by recommending taking charge as characteristic of self-actualizing people. They have mentioned numbers of characteristics, but in recent time, taking charge also seems to be one that should be considered as characteristic of self-actualizing people. A key factor of taking charge is that it is innovative and change-oriented and pushing individuals to be more adaptive (Grant & Ashford, 2008). Similarly, self-actualizing people have an ongoing concern with personal growth and a high level of creativity (Hoffman, 2018; Maslow, 1954; Rogers, 1961). Self-actualization is the emotional/cognitive desire that drives the behaviour of taking action; thus, taking charge justifies being a characteristic of self-actualizing people.

Managerial Implications

From our managerial point of view, this study recommends several important insights. Organizations seem to be encouraging constructive change to their workforce, and expected performance outcomes are likely to require workers to take charge (Fuller et al., 2007). Our findings demonstrate that organizations and leaders should provide employees with work environment that promote individual growth at work, which in turn, leads to taking charge. It could be possible by assertive training (Crandall et al., 1988), designing their work systematically that they have access to more autonomy (Barrick, Mount, & Li, 2013), and by creating group environments, where taking the initiative is supported and encouraged. We also advise team leaders to involve their members in the decision-making process and other concerns that are associated with productivity and performance in order to secure their utmost cooperation and sense of belonging.

Conclusions

This study reports the link between self-actualization and job performance, including creative performance and normal performance within the context of the banking sector and developing country, Pakistan. Distinctively, the authors developed and analyzed a mediation model that shows taking charge as a mediator between self-actualization and job performance. The outcomes from our cross-sectional research of individuals working in teams conclude that self-actualization is linked with taking charge (H1), which in turn, leads to improved creative performance (H2a) and normal performance (H2b). Additionally, the empirical outcomes of this research confirmed the partly mediating effect of taking charge between self-actualization and job performance. Besides, it also clarified that the effect of taking charge on creative performance is stronger- H2c ($\beta= .603$, $z= 6.226$) than the effect on normal performance ($\beta= .334$, $z= 4.126$). In sum, according to the conceptual model, it is identified that all 04 (H1, H2a, H2b, and H2c) hypotheses received support by the empirical data, and confirmed the results of the current study.

While this research contributes to the literature, it has some limitations as well. First, by using survey design, self-reporting could raise biasness. Although it was cross-sectional research at different time points from two different sources that enhances the validity of our outcomes, we admit that strong casual inferences might be problematic (Chen et al., 2011). This issue is specifically applicable about taking charge, which is based on a self-reported assessment only from one source. Thus, we advise future researchers to consider multiple sources of data to tackle issues about casualty and self-reporting biasness. Additionally, our outcomes exclusively inspected the frontline employees in local banks in Pakistan, which may not be generalizable to other service organizations and cultural contexts. Thus, scholars may consider these shortcomings, to which our outcomes could be replicated in other service organizations and cross-cultural research. Additionally, future studies might also consider examining the organisational environment, status conflict, and relationship conflict to influence our research model.

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