

Performance Leads to Excellence: Strategies for Elevating Employee Performance in the Public Sector

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ABSTRACT

This study highlights the critical importance of enhancing employee performance in the public sector, where effective service delivery directly impacts community welfare. The primary aim of the research was to examine the intricate relationships among leadership style, public service motivation, employee satisfaction, and organizational commitment and how these factors together influence employee performance. A purposive sampling technique was employed to gather data, resulting in a sample size of 288 respondents from various public sector organizations. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to assess the relationships among the constructs through hypothesis testing. The results revealed significant positive relationships between leadership style, employee satisfaction, and organisational commitment, with organisational commitment acting as a potent mediator between these factors and employee performance. However, public service motivation exhibited a weaker influence on employee performance, prompting a reconsideration of its alignment with organizational objectives. Future research should delve into longitudinal studies to investigate the evolving nature of these relationships and explore the impact of contextual factors across different public sector settings. Additionally, qualitative studies could provide deeper insights into employee experiences and perceptions. This study's implications are profound for public sector organizations. It suggests that investing in leadership development and enhancing employee satisfaction can improve organizational commitment and, consequently, better employee performance. By adopting these strategies, public service institutions can enhance overall effectiveness, ensuring they meet the diverse needs of their communities. This study contributes to the theoretical understanding of employee performance in the public sector and offers actionable insights for practitioners seeking to foster a motivated and high-performing workforce.

Keywords: *Leadership Style, Public Service Motivation, Employee Satisfaction, Organizational Commitment, Employee Performance*

1. Introduction

Employee performance in the public sector is a pivotal factor that significantly influences the efficiency and effectiveness of government operations and service delivery. Its importance cannot be overstated, as public sector employees are responsible for implementing policies, managing public resources, and delivering services that affect the welfare of society as a whole (Mishra et al., 2023). High-performing employees ensure government entities run smoothly, respond effectively to public needs, and utilise resources judiciously. Consequently, employee performance in the public sector directly impacts public trust and satisfaction with government services (Sokolic et al., 2024). Current issues in employee performance in the public sector

range from bureaucratic inefficiencies to limited innovation due to rigid structures and the challenge of aligning individual performance with broader organizational goals (Nor, 2023). Globally, there has been a trend towards greater accountability and transparency, with governments adopting performance measurement systems to monitor and improve employee output (Alamaa et al., 2025). Technological advancements have also become important in enhancing productivity, with e-governance initiatives illustrating this shift (Milukutu & Siachisa, 2023). However, digital infrastructure and skills training disparities continue to pose significant challenges. Research gaps in this area highlight the need for more comprehensive studies investigating the public sector's unique challenges (Pham et al., 2024). While private-sector performance management strategies are often well-documented, the idiosyncrasies of the public sector, such as its focus on public value over profit, necessitate tailored strategies (Irfan et al., 2024). Existing research might not fully capture the intricacies of motivational factors specific to public sector employees or the political and cultural influences on performance management (Nadzim & Halim, 2022). Further exploration is necessary into how diverse management practices influence employee performance across different contexts and how motivation theories can be better applied within public structures (Arifin & Narmaditya, 2024). By understanding these factors, policymakers can craft strategies that improve engagement and output while ensuring alignment with public interests (Mthuli, 2024). The significance of studying employee performance in the public sector extends to various stakeholders. For policymakers, comprehensive insights contribute to enhanced policy decisions that foster an environment conducive to high performance (Pham et al., 2024). Understanding performance dynamics for the public sector can lead to more effective resource allocation and service improvements; finally, for public sector employees, such studies can advocate for performance management systems that recognise and reward their efforts, thus boosting morale and productivity (Khalifa et al., 2025). While strides have been made globally in improving employee performance in the public sector, continued research and dialogue are essential for addressing existing gaps. This endeavour enhances government efficacy and fortifies public trust in institutional governance. This study aims to assess the direct and indirect influence of employee satisfaction, public service motivation and leadership style on employee performance in the public sector with organizational commitment as a mediator.

2. Literature Review

Underpinning Theory

Social Exchange Theory (SET), developed by Blau (1964), provides a robust framework for understanding the relationships among variables in organisational behaviour, particularly regarding employee satisfaction, public service motivation, leadership style, and their collective impact on employee performance through organisational commitment as a mediator. Blau's SET posits that human relationships are formed through cost-benefit analysis, where individuals strive to maximise rewards and minimise costs. In organisational settings, when employees perceive that their contributions are pretty reciprocated by the organisation, satisfaction and commitment are enhanced. In this context, employee satisfaction reflects a positive evaluation of one's job, which can lead to increased organisational commitment and improved performance. Similarly, public service motivation, the intrinsic drive to contribute to the public good, can be nourished when the organisation reciprocates with supportive environments and recognition, further fostering commitment. Leadership style, particularly transformational leadership, is crucial in influencing employee perceptions and promoting a positive organisational culture. Such leadership can inspire and motivate employees, increasing satisfaction and commitment. Organisational commitment is a pivotal mediator in this model, translating these positive influences into enhanced employee performance. Through the lens of SET, employees who feel valued and supported are likelier to exhibit higher levels of

organisational commitment and, consequently, higher performance. Blau's theory thus elegantly supports the interconnectedness of these variables, illustrating how positive exchanges within the organisation can lead to a cascade of beneficial outcomes, ultimately enhancing employee performance.

Relationship between Leadership Style, Organizational Commitment, Employee Performance

The relationship between leadership style and employee performance is significantly influenced by organizational commitment, which acts as a mediator in this dynamic. Leadership styles, particularly transformational and transactional, can shape employee attitudes and behaviours by creating an environment that fosters motivation and engagement (Junaid et al., 2023). Transformational leaders inspire and empower their employees, fostering a sense of belonging and alignment with organizational goals, which enhances employees' commitment to the organization (Jaya et al., 2024). This increased commitment often translates into greater job satisfaction and a willingness to exert discretionary effort, ultimately improving employee performance (Nanjundeswaraswamy, 2023). On the other hand, transactional leadership, which focuses on rewards and punishments, can also influence employee performance, albeit in a different manner. While it may promote short-term compliance and performance, the absence of deeper engagement can limit the extent of organizational commitment, potentially impacting long-term performance outcomes (Arifin & Hadiyati, 2023). Thus, organizational commitment serves as a crucial mediator; when employees feel a strong attachment or loyalty to their organization due to effective leadership, they are more likely to perform at higher levels (Junaid et al., 2023; Nugrahayu et al., 2023). The interplay between leadership style and employee performance highlights the importance of fostering commitment, as committed employees are driven to excel, contributing positively to organizational success (Morshidi & Yusoff, 2025). Therefore, the following hypotheses were proposed for this study:

H1: There is a relationship between leadership style and employee performance among employees in the public sector.

H2: There is a relationship between leadership style and organizational commitment among employees in the public sector.

H3: There is a mediating effect of organizational commitment on the relationship between leadership style and employee performance among employees in the public sector.

Relationship between Public Service Motivation, Organizational Commitment & Employee Performance

The relationship between public service motivation (PSM) and employee performance is significantly enhanced by organizational commitment, which acts as a vital mediator in this context. PSM refers to the intrinsic drive that compels individuals to engage in public service for the greater good, prioritizing altruism and the desire to contribute positively to society (Rubani et al., 2024). Employees with high levels of PSM are often more dedicated and passionate about their work, which can lead to improved job performance. When organizations cultivate a supportive environment that acknowledges and values employees' public service motivations, it fosters a sense of belonging and loyalty, increasing organizational commitment (Han et al., 2023). This commitment is crucial as it ensures that motivated employees feel connected to their organization's mission and goals, enhancing their performance through increased effort, collaboration, and innovation (Pham et al., 2024). Furthermore, committed

employees tend to demonstrate higher job satisfaction levels, further boosting their performance (Fitryadi & Shah, 2024). Without organizational commitment, the positive impacts of PSM may be undermined, as employees may feel disengaged or underappreciated (Lin et al., 2024). Therefore, fostering public service motivation alongside enhancing organizational commitment can create a synergistic effect, significantly improving employee performance and contributing positively to the overall effectiveness of public sector organizations (Shahzad et al., 2024). Thus, the following hypotheses were proposed for this study:

H4: There is a relationship between public service motivation and employee Performance among employees in the public sector.

H5: There is a relationship between public service motivation and organizational commitment among employees in the public sector.

H6: There is a mediating effect of organizational commitment on the relationship between public service motivation and employee performance among employees in the public sector.

Relationship between Employee Satisfaction, Organizational Commitment & Employee Performance

The relationship between employee satisfaction and employee performance is significantly influenced by organizational commitment, which serves as a crucial mediator in this dynamic. Employee satisfaction reflects the extent to which employees feel content and fulfilled in their roles, encompassing job involvement, work environment, and relationships with colleagues (Budiono, 2024). High levels of employee satisfaction are typically associated with increased motivation and engagement, leading to improved employee performance. However, the strength of this relationship is often moderated by the level of organizational commitment (Maarif et al., 2024). Employees who are satisfied with their jobs are more likely to develop a strong emotional and psychological attachment to their organization, enhancing their commitment (Puspitasari & Sutianingsih, 2025). This increased commitment fuels a willingness to go above and beyond in their performance, as committed employees tend to exhibit higher levels of dedication, loyalty, and initiative (Yang & Rosli, 2024). Conversely, satisfied employees may not fully translate their positive feelings into performance outcomes without sufficient organisational commitment, resulting in a less impactful relationship (Abawa & Obse, 2024). Therefore, fostering employee satisfaction and enhancing organizational commitment concurrently can create a robust foundation for higher employee performance, ultimately benefiting the organization by promoting a culture of excellence and productivity (Gollagari et al., 2024). Hence, the following hypotheses were proposed for this study:

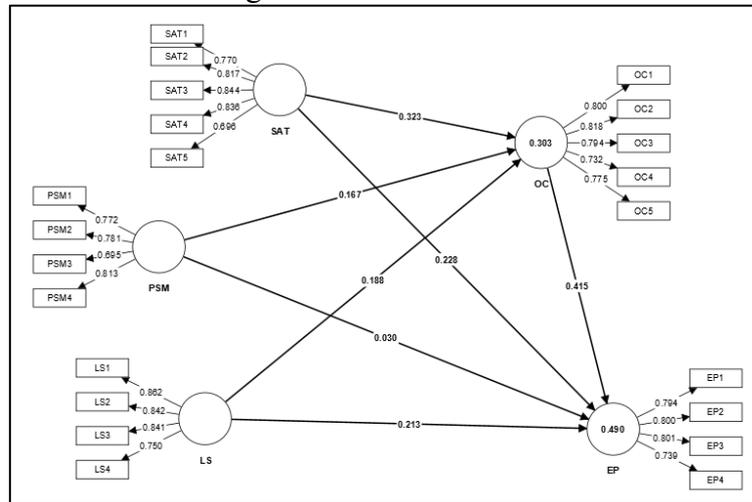
H7: There is a relationship between employee satisfaction and employee performance among employees in the public sector.

H8: There is a relationship between employee satisfaction and organizational commitment among employees in the public sector.

H9: There is a relationship between organizational commitment and employee performance among employees in the public sector.

H10: There is a mediating effect of organizational commitment on the relationship between employee satisfaction and employee performance among employees in the public sector.

Figure 1: Research Model



Note: SAT=Employee Satisfaction PSM=Public service Motivation LS=Leadership Style OC=Organizational Commitment EM=Employee Performance

3. Methodology

This study explored the complex interactions between public service motivation, job satisfaction, leadership style, organizational commitment, and employee performance within the public service sector. A comprehensive data collection methodology was adopted to guarantee the reliability and validity of the measurements utilized. An extensive review of the relevant literature guided the selection of measurement tools. The researchers designed a questionnaire consisting of 22 observed variables: The independent variables, public service motivation (4 items), which was adapted from the work of Perry & Wise (1990); employee satisfaction (5 items) based on Spector (1985); leadership style (4 items) drawn from Kouzes & Posner (2023); mediating variable, organizational commitment (5 items) adapted from Meyer & Allen (1991); and dependent variable, employee performance (4 items) derived from Campbell (2015). Participants assessed each construct using a 5-point Likert scale. A purposive sampling approach was employed due to lacking a complete population list. From the 385 surveys distributed, 312 were filled out and returned, resulting in an 81.03% response rate that justified the application of structural equation modeling (SEM) for data analysis. After data cleaning, 288 responses were deemed appropriate for further analysis. SmartPLS software, acclaimed for its effectiveness in structural equation modeling (SEM), was chosen for data analysis and hypothesis testing due to its robust assessment features and efficiency in managing multivariate data analysis. This aligned with the study's goals and the suggestions of Ringle et al. (2022). SmartPLS allowed for an in-depth assessment of the proposed relationships and performed extensive multivariate data analysis, enabling a thorough investigation of the measurement and structural models.

4. Data Analysis

Respondents' Profiles

The demographic data for the sample population reveals several key characteristics. Regarding gender, there were 112 male respondents, accounting for 38.9% of the sample, while 176

female respondents represented 61.1%. Analyzing age distribution, 22 participants (7.7%) were aged between 21 and 30 years, 87 respondents (30.2%) were between 31 and 40 years, another 87 individuals (30.2%) fell within the 41 to 50-year range, and 50 respondents (17.4%) were over 50 years old. Regarding years of service, 18 individuals (6.3%) had served for less than 5 years, 52 participants (18.8%) had between 5 and 10 years of experience, 54 respondents (19.4%) had served from 11 to 15 years, 21 individuals (7.5%) had worked for 16 to 20 years, 26 participants (9.4%) had between 21 and 25 years of service, 24 respondents (8.6%) had served between 26 and 30 years, and 30 individuals (10.8%) had more than 30 years of service. Regarding management level, 11 respondents (3.8%) were in top-level management, while the majority, 167 participants (61.5%), were in middle-level management. The income distribution indicated that 100 respondents (34.7%) earned less than RM4,850, 37 participants (12.8%) earned between RM4,851 and RM10,970, and 151 individuals (52.5%) earned RM10,971 and above.

Common Method Bias

Kock (2015) and Kock & Lynn (2012) introduced a detailed approach called the collinearity test, which assesses both the vertical and horizontal dimensions of collinearity. Pathological collinearity is indicated when variance inflation factors (VIFs) surpass the threshold of 3.3. Such a finding raises significant concerns regarding common method bias within the model (Kock & Lynn, 2012). Consequently, if the VIFs derived from the comprehensive collinearity assessment remain below 3.3, it can be concluded that the model is unaffected by common method bias (Kock, 2015). As illustrated in Table 1, the VIF values from the overall collinearity analysis were below 3.3, confirming no issue related to common method bias in the model.

Table 1: Inner Variance Inflation Factor (VIF)

Constructs	VIF	
	EP	OC
LS	1.253	1.202
OC	1.435	
PSM	1.723	1.682
SAT	1.852	1.703

Measurement Model

The construct reliability and validity analysis, as shown in Table 2, demonstrates satisfactory results across the assessed dimensions. Cronbach's alpha scores indicate acceptable reliability, with values ranging from 0.765 for Public Service Motivation to 0.854 for Satisfaction, signifying that all constructs exceed the commonly accepted threshold of 0.70, which suggests internal consistency among the items. Composite reliability (CR) values further affirm reliability, with scores above 0.7 for all constructs; particularly notable is Satisfaction, with a score of 0.873. Additionally, the Average Variance Extracted (AVE) values, ranging from 0.587 for Public Service Motivation to 0.680 for Leadership Style, indicate adequate convergent validity, as all AVE scores surpass the threshold of 0.5. These findings collectively support the constructs' robustness and reliability within the research framework.

Table 2: Construct Reliability & Validity

	CA	CR	AVE
EP	0.791	0.797	0.614
LS	0.842	0.844	0.680
OC	0.844	0.847	0.615

PSM	0.765	0.767	0.587
SAT	0.854	0.873	0.631

*Notes: CA=Cronbach Alpha CR=Composite Reliability
AVE=Average Variance Extracted*

Cross Loadings

The cross-loadings presented in Table 3 indicate how each item correlates with its assigned construct versus others. Ideally, items should load highest on their respective constructs. For example, Employee Performance (EP) items exhibit strong loadings (above 0.7) on EP while loading lower on other constructs, confirming discriminant validity.

Table 3: Cross Loadings

	EP	LS	OC	PSM	SAT
EP1	0.794	0.373	0.556	0.397	0.490
EP2	0.800	0.369	0.436	0.348	0.427
EP3	0.801	0.376	0.472	0.352	0.442
EP4	0.739	0.328	0.469	0.232	0.290
LS1	0.429	0.862	0.289	0.327	0.364
LS2	0.402	0.842	0.302	0.278	0.355
LS3	0.332	0.841	0.304	0.263	0.221
LS4	0.353	0.750	0.325	0.323	0.287
OC1	0.564	0.317	0.800	0.398	0.440
OC2	0.475	0.239	0.818	0.353	0.415
OC3	0.415	0.283	0.794	0.317	0.322
OC4	0.476	0.301	0.732	0.303	0.364
OC5	0.481	0.305	0.775	0.328	0.394
PSM1	0.324	0.321	0.326	0.772	0.453
PSM2	0.317	0.245	0.259	0.781	0.385
PSM3	0.308	0.252	0.372	0.695	0.478
PSM4	0.361	0.286	0.363	0.813	0.565
SAT1	0.329	0.240	0.329	0.491	0.770
SAT2	0.446	0.315	0.390	0.431	0.817
SAT3	0.520	0.355	0.508	0.598	0.844
SAT4	0.424	0.304	0.387	0.465	0.836
SAT5	0.356	0.254	0.319	0.469	0.696

Heterotrait-Monotrait (HTMT) Ratios

The Heterotrait-Monotrait (HTMT) ratios in Table 4 assess the discriminant validity between constructs. Values below 0.85 indicate adequate discrimination (Henseler et al., 2015). For instance, the HTMT ratio for Organizational Commitment (OC) against Public Service Motivation (PSM) is 0.533, suggesting good discriminative validity and confirming that the constructs are distinct.

Table 4: Heterotrait-Monotrait (HTMT) Ratios

	EP	LS	OC	PSM
LS	0.562			
OC	0.748	0.438		
PSM	0.542	0.448	0.533	
SAT	0.627	0.432	0.569	0.756

Structural Model

In this study, the evaluation of the structural model followed the methodology outlined by Hair et al. (2017), simultaneously examining the pathway coefficients (β) and the coefficients of determination (R^2). The Partial Least Squares (PLS) technique was employed, utilizing 5000 subsamples to assess the significance level of the path coefficients. The results of the hypothesis tests for confidence intervals, which include the path coefficients (beta), associated t-statistics, and p-values, are detailed in Table 5. This thorough analysis offers valuable insights into the significance and robustness of the relationships among the variables within the structural model. The analysis of the hypotheses testing results in Table 5 reveals significant insights into the relationships among the variables. *Hypothesis 1 (H1)*, which posits that Leadership Style (LS) influences Employee Performance (EP), shows a beta value of 0.213, with a t-statistic of 4.099 and a p-value of 0.000, leading to the acceptance of this hypothesis. Similarly, *Hypothesis 2 (H2)*, indicating a positive effect of LS on Organizational Commitment (OC), recorded a beta of 0.188, a t-statistic of 3.185, and a p-value of 0.001, resulting in its acceptance. *Hypothesis 3 (H3)* further confirms that OC mediates the relationship between LS and EP, with a beta of 0.078, t-statistic of 2.944, and p-value of 0.003, also accepted. In contrast, *Hypothesis 4 (H4)*, suggesting a direct effect of Public Service Motivation (PSM) on EP, presents a beta of 0.030, a t-statistic of 0.473, and a p-value of 0.636, leading to its rejection. However, *Hypothesis 5 (H5)* demonstrates that PSM positively impacts OC with a beta of 0.167, t-statistic of 2.545, and p-value of 0.011, resulting in acceptance. In light of this, *Hypothesis 6 (H6)*, which posits that OC mediates the relationship between PSM and EP, with a beta of 0.069, t-statistic of 2.355, and p-value of 0.019, is accepted. *Hypothesis 7 (H7)* shows a strong and significant relationship with a beta of 0.228, a t-statistic of 3.646, and a p-value of 0.000, resulting in acceptance. In contrast, *Hypothesis 8 (H8)* reinforces this with a beta of 0.323, t-statistic of 4.994, and p-value of 0.000, also accepted. *Hypothesis 9 (H9)* highlights a strong relationship between OC and EP, with a beta of 0.415, a t-statistic of 7.909, and a p-value of 0.000, leading to its acceptance. Finally, *Hypothesis 10 (H10)*, asserting that SAT facilitates the relationship between OC and EP, shows a beta of 0.134, a t-statistic of 4.085, and a p-value of 0.000, resulting in acceptance. Overall, the findings affirm the proposed relationships in the hypotheses, with the majority being accepted based on significant statistical values.

Table 5: Hypotheses Testing Results

Hypotheses	Beta	T statistics	P values	2.50%	97.50%	Decision
<i>H1</i> : LS -> EP	0.213	4.099	0.000	0.113	0.312	<i>Accepted</i>
<i>H2</i> : LS -> OC	0.188	3.185	0.001	0.070	0.302	<i>Accepted</i>
<i>H3</i> : LS -> OC -> EP	0.078	2.944	0.003	0.030	0.136	<i>Accepted</i>
<i>H4</i> : PSM -> EP	0.030	0.473	0.636	-0.095	0.156	<i>Rejected</i>
<i>H5</i> : PSM -> OC	0.167	2.545	0.011	0.033	0.290	<i>Accepted</i>
<i>H6</i> : PSM -> OC -> EP	0.069	2.355	0.019	0.015	0.130	<i>Accepted</i>
<i>H7</i> : SAT -> EP	0.228	3.646	0.000	0.099	0.346	<i>Accepted</i>
<i>H8</i> : SAT -> OC	0.323	4.994	0.000	0.193	0.448	<i>Accepted</i>
<i>H9</i> : OC -> EP	0.415	7.909	0.000	0.310	0.515	<i>Accepted</i>
<i>H10</i> : SAT -> OC -> EP	0.134	4.085	0.000	0.077	0.203	<i>Accepted</i>

Notes: Significant at $p < 0.05$

Effect Sizes & Coefficient of Determination

Table 6 offers a comprehensive overview of the effect sizes measured independently of the sample size, following Cohen's criteria (1992): small (0.020 to 0.150), medium (0.150 to 0.350), or large (0.350 or greater). The observed effect sizes spanned from small (0.001) to large (0.235). A notable degree of explained variance for the endogenous construct is evident, with an R^2 value of 0.490 (Figure 1). Regarding the mediator, the model accounted for approximately 30.3% of the variance in the structure, as indicated by an R^2 value of 0.303.

Table 6: Effect Sizes (f^2)

Constructs	f^2	
	EP	OC
LS	0.071	0.042
OC	0.235	
PSM	0.001	0.024
SAT	0.055	0.088

PLSpredicts & Cross-Validated Ability Test

The implications of the model and its managerial recommendations were evaluated using out-of-sample predictive analysis based on the PLSpredict method (Shmueli et al., 2016, 2019). As shown in Table 7, PLS-SEM exhibited superior Q^2 predictions (greater than 0) compared to naive mean predictions. Additionally, its consistently lower root mean square error (RMSE) values compared to linear model (LM) benchmarks underscore its strong predictive capability. Specifically, PLS-SEM's RMSE values were lower than those of the linear model prediction benchmarks in all nine instances, reinforcing the predictive effectiveness of the proposed model, as shown in Table 7. The Cross-Validated Predictive Ability Test (CVPAT), introduced by Hair et al. (2022), was also applied by Liengaard et al. (2021) in conjunction with CVPAT and PLSpredict analysis. Table 8 further confirms that PLS-SEM has superior predictive capabilities, presenting lower average loss values than indicator averages and LM benchmarks, demonstrating enhanced predictive performance.

Table 7: PLSpredicts

	Q^2 predict	PLS- RMSE	LM- RMSE	PLS- LM
EP1	0.266	0.620	0.630	-0.010
EP2	0.222	0.609	0.627	-0.018
EP3	0.235	0.657	0.670	-0.013
EP4	0.113	0.726	0.744	-0.018
OC1	0.219	0.625	0.630	-0.005
OC2	0.169	0.626	0.641	-0.015
OC3	0.127	0.676	0.689	-0.013
OC4	0.152	0.695	0.712	-0.017
OC5	0.172	0.619	0.629	-0.010

Table 8: Cross-Validates Predictive Ability Test (CVPAT)

	Average loss difference	t-value	p-value
EP	-0.111	5.232	0.000
OC	-0.084	3.824	0.000
Overall	-0.096	5.024	0.000

Importance-Performance Map Analysis

Importance-Performance Map Analysis (IPMA), as suggested by Ringle and Sarstedt (2016) and Hair et al. (2018), provides valuable insights into the relationship between the importance and performance of various constructs affecting employee performance. From Table 9, it is clear that Public Service Motivation (PSM) has the lowest importance score of 0.100 alongside a relatively high performance score of 66.389. This indicates that while PSM is performing adequately, its low importance suggests it may not significantly influence employee performance compared to other constructs. To enhance the impact of Public Service Motivation (PSM), strategies could include creating targeted training programs that promote intrinsic motivation. For example, organizing workshops that emphasize public service values and the social impact of employees' work can be beneficial. Additionally, implementing recognition systems that celebrate contributions to the community can elevate the importance of PSM. Finally, performing regular assessments to align PSM initiatives with organizational goals will help keep employees engaged and motivated, ultimately enhancing overall employee performance.

Table 9: Importance-Performance Map Analysis (IPMA)

	Importance	Performance
LS	0.290	67.279
OC	0.415	60.590
PSM	0.100	66.389
SAT	0.362	66.436

5. Discussion & Conclusion

Discussion

Importance-Performance Map Analysis (IPMA), as suggested by Ringle and Sarstedt (2016) and Hair et al. (2018), provides valuable insights into the relationship between the importance and performance of various constructs affecting employee performance. From Table 9, it is clear that Public Service Motivation (PSM) has the lowest importance score of 0.100 alongside a relatively high performance score of 66.389. This indicates that while PSM is performing adequately, its low importance suggests it may not significantly influence employee performance compared to other constructs. To enhance the impact of Public Service Motivation (PSM), strategies could include creating targeted training programs that promote intrinsic motivation. For example, organizing workshops that emphasize public service values and the social impact of employees' work can be beneficial. Additionally, implementing recognition systems that celebrate contributions to the community can elevate the importance of PSM. Finally, performing regular assessments to align PSM initiatives with organizational goals will help keep employees engaged and motivated, ultimately enhancing overall employee performance. Several practical strategies should be adopted to enhance the interactions among leadership style, public service motivation, and employee satisfaction in the public sector, emphasizing their collective influence on employee performance through organizational commitment as a mediator. The hypothesis testing results emphasized by the beta values highlight the critical role of leadership style, with a beta of 0.213 (H1) for its direct influence on employee performance (EP). At the same time, public service motivation (PSM) showed a weak effect with a beta of only 0.030 (H4), indicating the need for greater emphasis on cultivating a motivational work environment. Implementing training programs for leaders that develop transformational leadership qualities can foster a supportive environment, which has been shown to correlate positively with employee performance (H8, beta = 0.323). Furthermore, prioritizing employee satisfaction is crucial, as indicated by the significant beta

value of 0.228 (H7), suggesting that satisfied employees are more likely to exhibit higher performance levels. Organizations should invest in regular feedback mechanisms and recognition programs to enhance job satisfaction, thereby promoting a more substantial organizational commitment (OC), evidenced by the beta of 0.415 (H9). However, the low significance of the PSM (H4) may stem from a potential disconnection between employees' personal motivations and organizational objectives. This discrepancy can result from insufficient communication of the organization's mission or failure to align individual goals with public service values. Strategies should, therefore, aim to integrate public service ethos into the organizational culture, ensuring that employees understand their role's impact on the community and are supported through intrinsic and extrinsic motivators. Additionally, involving employees in decision-making can enhance their commitment to the organization. In conclusion, to foster an environment that promotes enhanced employee performance through these constructs, the public sector must focus on leadership development, employee satisfaction, and aligning public service motivation with organizational goals, ensuring all elements cohesively contribute to bolstering organizational commitment.

Theoretical Implications

The theoretical implications of this study significantly contribute to the existing literature on employee performance in the public sector by elucidating the intricate relationships among leadership style, public service motivation, employee satisfaction, and organizational commitment. The findings reinforce established theories, particularly Social Exchange Theory, by demonstrating that positive leadership styles directly enhance employee performance, thus reaffirming the reciprocal nature of employer-employee relationships (Blau, 1964). Additionally, the study introduces new insights regarding the mediating role of organizational commitment, suggesting that it may serve as a vital conduit through which both leadership and satisfaction influence performance outcomes. The weak relationship between public service motivation and performance prompts a reconsideration of how intrinsic motivations align with organizational goals, highlighting a potential gap in understanding the efficacy of public service motivation in fostering employee engagement. Furthermore, this study emphasizes that fostering a supportive environment is essential for cultivating strong organizational commitment, as it creates a foundation for enhanced employee performance. Environments prioritising open communication, recognition, and collaboration likely strengthen the ties between leadership and employee satisfaction, ultimately leading to better organizational outcomes. Overall, this research enhances the theoretical framework surrounding public sector employee performance by underscoring the importance of effective leadership and satisfaction in driving organizational commitment and, consequently, performance.

Practical Implications

The practical implications of this study underscore the necessity for public sector organizations to prioritize effective leadership and employee satisfaction to enhance overall performance. Emphasizing leadership development initiatives is critical, as leaders play a pivotal role in influencing employee motivation and engagement. Training programs focusing on transformational leadership styles can create a supportive atmosphere, fostering increased organizational commitment and encouraging higher employee performance. Additionally, the findings highlight the importance of aligning public service motivation with organizational objectives. Public sector organizations should strive to communicate their mission effectively, ensuring that employees understand how their roles contribute to the broader public good. This alignment can enhance intrinsic motivation, improving employee satisfaction and performance. Implementing recognition and reward systems acknowledging employee contributions can further cultivate a sense of fulfilment and loyalty, reinforcing a positive cycle of motivation

and performance. Moreover, fostering open communication channels enables employees to voice their thoughts and concerns, which can lead to increased job satisfaction and commitment (Junaid et al., 2023). By adopting these strategies, public sector organizations can create a more engaged and motivated workforce, ultimately improving employee performance and organizational effectiveness. These practical changes will not only benefit the employees. However, they will also enhance the overall functioning and reputation of public service institutions, ensuring they meet the needs of the communities they serve.

Suggestions for Future Studies

Future studies could explore the long-term effects of leadership styles on employee performance within the public sector by utilizing longitudinal research designs. This approach would enable researchers to examine how shifts in leadership practices over time impact organizational commitment and performance outcomes. Additionally, investigating the interplay between public service motivation and employee engagement in various contexts could provide deeper insights into how intrinsic motivations align with organizational goals. Researchers might also consider a comparative analysis between different public sector organizations to identify best practices in leadership and employee satisfaction. Furthermore, qualitative studies that capture employee perspectives on leadership styles and organizational commitment would enrich understanding of these dynamics, offering nuanced insights that quantitative data may overlook. Finally, expanding the research to include diverse cultural contexts can shed light on how varied environments influence the relationships explored in this study, enhancing the applicability of the findings globally.

Conclusion

This study provides valuable insights into the dynamics of leadership style, public service motivation, employee satisfaction, and organizational commitment within the public sector. The findings emphasize the critical role of effective leadership in enhancing employee performance through the mediation of organizational commitment. While public service motivation was found to have a weaker direct impact on employee performance, it underscores the importance of aligning individual motivations with organizational goals to foster a committed workforce. Public sector organisations can cultivate a motivated and high-performing workforce by prioritizing leadership development and creating an environment that promotes employee satisfaction. These insights not only contribute to the theoretical understanding of employee performance but also offer practical strategies that can be implemented to enhance organizational efficacy. Fostering these relationships is essential to achieving better outcomes in public service, ensuring that organizations effectively meet the needs of their communities.

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