Enhancing Employee Performance in the Public Sector: The Interplay of Public Service Motivation, Leadership Style, Organizational Commitment, and Satisfaction

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ABSTRACT

This study investigates the pivotal role of employee performance in the public sector, emphasizing its significance in delivering effective public services and fostering community well-being. The primary aim of the research is to explore the interrelationships among public service motivation, leadership style, employee satisfaction, and organizational commitment to employee performance. Utilizing a quantitative approach, data were collected from a sample of employees across various public sector organizations, comprising 288 respondents. Comprehensive surveys were utilized to gather data regarding employee perceptions and experiences related to the studied constructs. The analysis employed Structural Equation Modelling (SEM) to examine the proposed hypotheses, allowing for robust insights into the relationships among constructs and their impact on employee performance. The hypotheses testing results revealed that leadership style, organizational commitment, and employee satisfaction positively influence employee performance, while public service motivation did not demonstrate a significant effect in this context. These findings indicate that public organisations must focus on enhancing leadership effectiveness and employee commitment to improving service delivery and overall organizational outcomes. Future research should delve deeper into the factors influencing public service motivation, particularly its interaction with diverse motivational drivers, contextual variables, and demographic factors. Comparative studies across different public sector contexts could provide further insights into effective practices tailored to specific environments. The implications of this study include practical strategies for public organizations to foster an environment of motivational support, effective leadership, and strong organizational commitment, ultimately leading to enhanced employee performance. This research enriches the academic discourse on public service motivation and serves as a valuable resource for practitioners seeking to optimize employee performance in public service contexts.

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

1. Introduction

Employee performance in the public sector is critical for the effective delivery of services and the successful implementation of government policies. As public sector organisations are responsible for addressing complex societal issues such as healthcare, education, and infrastructure, employee performance directly impacts the quality and efficiency of these services. High-performing employees contribute to a responsive and accountable government,

enhancing public trust and satisfaction (Mishra & Hassen, 2023). Globally, several current issues and trends affect employee performance in the public sector. One significant trend is the increasing demand for transparency and accountability, which pressure public employees to perform efficiently while adhering to ethical standards (Haricharan, 2023). Moreover, the rise of digital technologies and e-government initiatives requires employees to develop new skills and adapt to changing work environments, emphasising continuous learning and development (Nor, 2023). Another issue is the frequent budget constraints public organisations face, leading to understaffing and overburdening employees, negatively impacting performance and morale (Trinh et al., 2025; Sokolic et al., 2024). Despite these developments, research on employee performance in the public sector reveals several gaps. One notable gap is the limited understanding of the role of intrinsic motivation, such as Public Service Motivation (PSM), and its impact on performance across different cultural contexts (Vuong, 2023). Additionally, there is a need for more research on the influence of leadership styles, organisational culture, and job design on public sector performance (Pattnaik & Tripathy, 2023; Sokolic et al., 2024). There is also a scarcity of studies exploring the impact of technological advancements and digital transformation on the performance of public employees (Khalifa et al., 2025). The significance of studying employee performance in the public sector extends to policymakers, public organisations, and employees. For policymakers, gaining insights into the factors influencing performance can guide the development of targeted strategies and reforms to enhance organisational effectiveness and service delivery (Trinh et al., 2025). Understanding performance drivers can aid in designing policies that foster a supportive work environment and address employee motivation, training, and retention (Mishra & Hassen, 2023). For public sector organisations, improving employee performance can increase efficiency and cost-effectiveness, enabling them to do more with limited resources (Pattnaik & Tripathy, 2023). This can be especially crucial in times of economic uncertainty or budgetary constraints. Finally, understanding how various factors influence performance can lead to greater job satisfaction, development opportunities, and employee career growth. Public sector organisations can enhance individual and organisational performance by creating a positive work environment that nurtures employee potential, ultimately leading to better public service outcomes (Yaseen et al., 2025). This study assesses the direct influence of public service motivation, satisfaction, leadership style and organizational commitment on employee performance in the public service sector.

2. Literature Review

Underpinning Theory

Public Service Motivation (PSM) Theory, developed by Perry and Wise (1990), posits that individuals are motivated by a desire to serve the public interest and contribute to the common good. This intrinsic motivation is particularly relevant in public service, where employees often derive satisfaction from their roles through meaningful engagement and civic duty. PSM comprises various dimensions, including attraction to public policy-making, commitment to the public interest, and compassion for others, which collectively enhance job satisfaction and performance (Perry et al., 2010). In public administration, the interplay between leadership style and PSM is crucial. Transformational leadership, characterized by inspiration and support, can foster higher levels of PSM among employees, leading to increased organizational commitment and job satisfaction (Van Der Voet, 2016). Understanding how PSM enhances employee performance is essential for public sector organizations seeking to improve outcomes through effective leadership strategies. Integrating PSM Theory into this study will provide insights into the motivations that drive public service employees and how these motivations interact with leadership styles and organizational commitments to influence their overall performance.

Relationship between Leadership Style and Employee Performance

The relationship between leadership style and employee performance in the public sector is pivotal for enhancing organizational efficiency and effectiveness. Transformational leadership, characterized by its ability to inspire and motivate employees, has significantly improved worker performance (Perdana, 2025). This leadership style fosters a positive organizational climate, promoting higher levels of engagement and commitment among employees. Moreover, the adopted leadership style can influence employees' commitment levels, with job satisfaction as a critical mediator in this relationship (Oyewobi, 2024). Leaders who adopt supportive and participative approaches tend to cultivate a more satisfied and committed workforce, directly impacting performance outcomes. In the context of higher education, specific leadership styles can facilitate performance budgeting, emphasizing the need for strategic leadership in addressing sector-specific challenges (Khudhair et al., 2025). Sustainable leadership practices have also been linked to enhanced employee performance, mainly when supported by a strong organizational culture (Vasudevan et al., 2025). In small and medium enterprises, combining effective leadership styles and high-involvement human resource practices contributes to improved individual employee performance (Cahyadi et al., 2022). Thus, understanding and implementing effective leadership styles is essential for optimizing employee performance in public sector organizations. Therefore, the following hypothesis was proposed for this study:

> H1: There is a relationship between leadership style and employee performance in
> The public sector.

Relationship between Organizational Commitment and Employee Performance

The relationship between organizational commitment and employee performance in the public sector is crucial for enhancing effective service delivery. Organizational commitment reflects the employees' emotional attachment to their organization, influencing their motivation and productivity levels. High organizational commitment has been linked to superior employee performance, as committed employees are more likely to engage deeply in their work and align closely with organizational goals (Rahmadani & Winarno, 2023). Research shows that organizational commitment can mediate the effects of various factors, such as organizational culture and job satisfaction, on employee performance (Syarifin & Atmaja, 2023). Fostering commitment is essential in public sector organizations, whose mission often emphasizes serving the community. Furthermore, transformational leadership has been identified as a vital factor that improves employee performance and enhances organizational commitment (Rubbani et al., 2024). Additionally, talent management practices that encourage commitment can significantly boost organisational performance in public services (Nasir, Suradi, & Ismail, 2024). As organizational commitment increases, it often leads to higher quality outcomes, particularly in environments where employee engagement directly impacts public service effectiveness (Alzoubi et al., 2025; Janiarti et al., 2025). Thus, promoting organizational commitment is vital for improving performance in the public sector. Thus, the following hypothesis was proposed for this study:

> H2: There is a relationship between organizational commitment and employee
> performance in the public sector.

Relationship between Public Service Motivation (PSM) and Employee Performance

The relationship between public service motivation (PSM) and employee performance in the public sector is a focal point for understanding how intrinsic motivations can drive

effectiveness in public administration. PSM enhances employees' commitment and job satisfaction, critical factors influencing their performance. Research indicates that individuals with high PSM are likelier to engage in behaviors that promote organizational goals, resulting in improved performance outcomes (Elvira & Ana-Mădălina, 2024). Furthermore, workplace spirituality mediates PSM and employee well-being, linking motivational factors to performance (Hassan et al., 2022). Additionally, organizational culture plays a significant role in shaping PSM, reinforcing that supportive environments can enhance employee performance (Budiman, 2024). Moreover, leadership styles, particularly servant leadership, have positively influenced job performance through PSM, highlighting the importance of leadership dynamics within public organizations (Vuong, 2023; Mishra & Hassen, 2023). Lastly, longitudinal studies suggest that PSM strongly predicts performance over time in public sector settings (Das, 2023). Thus, fostering PSM among employees is essential for optimizing performance in public administration. Hence, the following hypothesis was proposed for this study:

> *H3: There is a relationship between public service motivation and employee performance in the public sector.*

Relationship between Satisfaction and Employee Performance

The relationship between employee satisfaction and employee performance in the public sector is critical for organizational success and service delivery. High levels of job satisfaction often lead to improved performance outcomes, as satisfied employees are typically more motivated, engaged, and committed to their work. For instance, research indicates that job satisfaction is a significant mediator in the relationship between professional autonomy and job performance among healthcare professionals (Judi et al., 2025). Additionally, work environment factors can enhance job satisfaction, positively impacting job performance (Rokeman & Kob, 2023). A supportive and conducive work environment promotes employee engagement and morale, leading to superior performance. Similarly, happiness at work is closely linked with organizational culture and employee performance, with job satisfaction as a mediating factor (Winda et al., 2025). Moreover, factors like perceived organizational support and self-efficacy enhance job satisfaction, shaping performance outcomes (Li et al., 2025). Therefore, fostering job satisfaction is essential in the public sector to unlock employee potential and achieve optimal performance. Therefore, the following hypothesis was proposed for this study:

> *H4: There is a relationship between satisfaction and employee performance in the public sector.*

Figure 1: Research Model
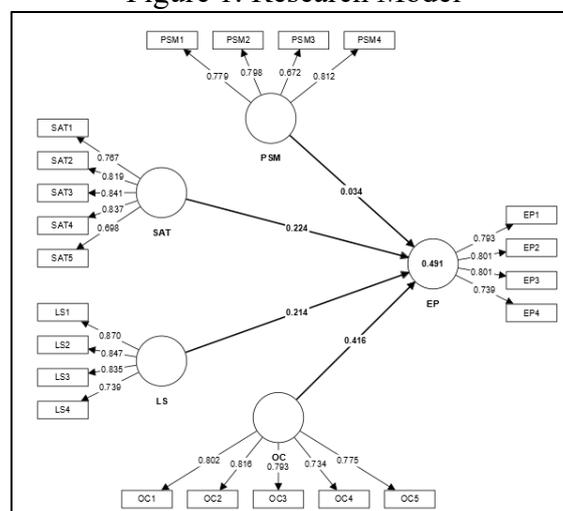
Notes: PSM=Public Service Motivation;   SAT=Satisfaction;
LS=Leadership Style   OC=Organizational Commitment

3. Methodology

This research examined the intricate relationships among public service motivation, job satisfaction, leadership style, organizational commitment, and employee performance within the public service sector. A thorough data collection process was implemented to ensure the measurements' reliability and validity. The existing body of literature informed the selection of measurement instruments. The researchers developed a survey comprising 22 observed variables: public service motivation (4 items) adapted from Perry & Wise (1990), employee satisfaction (5 items) taken from Spector (1985), leadership style (4 items) sourced from Kouzes & Posner (2023), organizational commitment (5 items) adapted from Meyer & Allen (1991), and employee performance (4 items) drawn from Campbell (2015). Participants evaluated each construct using a 5-point Likert scale. A purposive sampling method was utilized because a comprehensive population list was absent. Out of 385 surveys distributed, 312 were completed and returned, yielding an 81.03% response rate, which warranted using structural equation modelling (SEM) for data analysis. Following data cleaning, 288 responses were identified as suitable for further study. SmartPLS software, recognized for its capabilities in SEM, was selected for the data analysis and hypothesis testing because of its strong assessment features and efficiency in handling multivariate data analysis, conforming to the study's objectives and the recommendations of Ringle et al. (2022). SmartPLS enabled a thorough evaluation of the hypothesised relationships and conducted extensive multivariate data analysis, facilitating a comprehensive examination of the measurement and structural models.

4. Data Analysis

Respondents' Profiles

The demographic data for the sample population indicates several essential characteristics. Regarding gender, there were 112 male respondents, 38.9% of the sample, while 176 were female, representing 61.1%. The age distribution revealed that 22 participants (7.7%) were between 21 and 30 years old, 87 respondents (30.2%) were aged 31 to 40 years, 87 individuals (30.2%) fell within the 41 to 50 years range, and 50 respondents (17.4%) were over 50 years old. Regarding the years of service, 18 participants (6.3%) had served less than 5 years, 52 individuals (18.8%) had between 5 and 10 years of service, 54 respondents (19.4%) had served between 11 and 15 years, 21 participants (7.5%) had worked for 16 to 20 years, 26 individuals (9.4%) had between 21 and 25 years of service, 24 respondents (8.6%) had served between 26 and 30 years, and 30 participants (10.8%) had over 30 years of service. Regarding management level, 11 respondents (3.8%) were in top-level management, while the majority, 167 participants (61.5%), held positions in middle-level management. The income distribution showed that 100 respondents (34.7%) earned less than RM4,850, while 37 participants (12.8%) earned between RM4,851 and RM10,970, and 151 individuals (52.5%) earned RM10,971 and above. The sample comprised 288 respondents, providing a detailed insight into the population's demographic characteristics.

Common Method Bias

Kock (2015) and Kock & Lynn (2012) proposed a comprehensive approach known as the collinearity test, which evaluates both vertical and horizontal aspects of collinearity. The detection of pathological collinearity is indicated by variance inflation factors (VIFs) exceeding the threshold of 3.3. This signals a significant concern regarding common method bias in the model (Kock & Lynn, 2012). Thus, if the VIFs obtained from the thorough collinearity evaluation are below 3.3, it can be inferred that the model is not impacted by common method bias (Kock, 2015). As shown in Table 1, the VIF values from the overall collinearity evaluation

were reported to be below 3.3, thereby validating that there is no standard method bias issue in the model.

Table 1: Full Collinearity Test

	EP	PSM	SAT	LS	OC
EP		1.906	1.821	1.784	1.550
PSM	1.685		1.332	1.658	1.662
SAT	1.786	1.479		1.864	1.832
LS	1.251	1.316	1.333		1.333
OC	1.415	1.716	1.704	1.734	

Measurement Model

The construct reliability and validity analysis for the constructs presented in Table 2 demonstrates satisfactory results across the measured constructs. Reliability can be assessed through Cronbach's Alpha (CA) and Composite Reliability (CR). All constructs show CA values above the acceptable threshold of 0.70, with Organizational Commitment (OC) at 0.844 and Satisfaction (SAT) at 0.854, indicating strong internal consistency. The CR values also exceed the minimum recommendation of 0.70, affirming construct reliability, particularly for Satisfaction (0.871) and Organizational Commitment (0.848). Validity is evaluated using Average Variance Extracted (AVE), with values generally above 0.50, suggesting adequate convergent validity; however, Public Service Motivation (PSM) has an AVE of 0.589, which is on the borderline of adequacy but indicates room for improvement. Additionally, item loadings for all constructs are well above the 0.60 threshold, reaffirming the constructs' validity. Next, the Heterotrait-Monotrait (HTMT) ratio was utilized for additional evaluation, in line with the established criterion for assessing discriminant validity in Variance-Based Structural Equation Modelling (VB-SEM) (Henseler et al., 2015). Table 3 displays the HTMT ratios, the original sample and 95% confidence intervals, confirming adherence to the HTMT threshold 0.85.

Table 2: Construct Reliability and Validity & Items Loading

Constructs	Indicators	Loadings	CA	CR	AVE
Employee Performance	EP1	0.793	0.791	0.797	0.614
	EP2	0.801			
	EP3	0.801			
	EP4	0.739			
Leadership Style	LS1	0.870	0.842	0.851	0.680
	LS2	0.847			
	LS3	0.835			
	LS4	0.739			
Organizational Commitment	OC1	0.802	0.844	0.848	0.615
	OC2	0.816			
	OC3	0.793			
	OC4	0.734			
	OC5	0.775			
Public Service Motivation	PSM1	0.779	0.765	0.769	0.589
	PSM2	0.798			
	PSM3	0.672			
	PSM4	0.812			
Satisfaction	SAT1	0.767	0.854	0.871	0.631

SAT2	0.819
SAT3	0.841
SAT4	0.837
SAT5	0.698

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

Table 3: Hetrotrait-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

The analysis of the hypotheses testing results from Table 4 reveals insightful outcomes regarding the relationships among the constructs. For the hypothesis examining *Hypothesis 1 (Leadership Style -> Employee Performance)*, the beta coefficient 0.214 indicates a moderate positive effect. The t-statistic of 4.109 substantially exceeds the critical threshold of 1.96, while the p-value of 0.000 is well below the significance level of 0.05, leading to the acceptance of this hypothesis. The results suggest that effective leadership styles significantly enhance employee performance in the public sector. In the case of *Hypothesis 2 (Organizational Commitment -> Employee Performance)*, the beta value of 0.416 suggests a strong positive relationship. With a t-statistic of 8.055 and a p-value of 0.000, this hypothesis is also accepted, indicating that organizational commitment is a vital predictor of employee performance, further supporting employee engagement in achieving performance excellence. Conversely, *Hypothesis 3 (Public Service Motivation -> Employee Performance)* exhibits a beta of 0.034 with a t-statistic of 0.542 and a p-value of 0.588, leading to its rejection. This suggests that public service motivation, in this study, does not significantly influence employee performance, which may call for further investigation into factors potentially moderating this relationship. Lastly, *Hypothesis 4 (Satisfaction -> Employee Performance)* presents a beta of 0.224, with a t-statistic of 3.631 and a p-value of 0.000, warranting acceptance. This denotes that higher levels of job satisfaction positively impact employee performance, emphasizing its importance in motivating employees to perform effectively. The results from this analysis indicate that Leadership Style, Organizational Commitment, and Satisfaction significantly predict Employee Performance. At the same time, Public Service Motivation does not demonstrate a significant effect in this context.

Table 4: Hypotheses Testing Results

Hypotheses	Beta	T-statistics	P-value	2.50%	97.50%	Decision
LS -> EP	0.214	4.109	0.000	0.113	0.314	*Accepted*
OC -> EP	0.416	8.055	0.000	0.311	0.512	*Accepted*
PSM -> EP	0.034	0.542	0.588	-0.091	0.157	*Rejected*
SAT -> EP	0.224	3.631	0.000	0.098	0.343	*Accepted*

Note: Significant at p<0.05

Effect Sizes & Variance Inflation Factor

Table 5 presents a detailed overview of effect sizes assessed independently of sample size, according to Cohen's (1992) classifications: small (0.020 to 0.150), medium (0.150 to 0.350),

and large (0.350 or greater). The effect sizes found in this study varied from small (0.001) to large (0.237). The Variance Inflation Factor (VIF) values in Table 5 remained below the relaxed threshold of 5, with the highest recorded at 1.839. This level of collinearity allows for meaningful comparisons of effect sizes and interpretations of coefficients within the structural model. Additionally, the endogenous construct has a significant degree of explained variance, as indicated by an R^2 value of 0.491 (see Figure 1).

Table 5: Effect Sizes (f^2) & Variance Inflation Factor (VIF)

	f^2	VIF
LS	0.071	1.253
OC	0.237	1.432
PSM	0.001	1.699
SAT	0.054	1.839

PLSpredicts & Cross-Validated Predictive Ability Test

The model's inference and managerial suggestions were evaluated using out-of-sample predictive analysis through the PLSpredict method (Shmueli et al., 2016, 2019). As shown in Table 6, PLS-SEM produced better Q^2 predictions (>0) than naive mean predictions while consistently exhibiting lower RMSE values than linear model (LM) benchmarks, thus demonstrating its predictive effectiveness. Moreover, the RMSE values for PLS-SEM predictions were lower than those of the linear model in all four cases examined, emphasizing the predictive strength of the proposed model, as illustrated in Table 7. The introduction of the Cross-Validated Predictive Ability Test (CVPAT) by Hair et al. (2022) and its application alongside PLSpredict analysis by Liengaard et al. (2021) is significant. Table 7 further confirms the superiority of PLS-SEM's predictive capabilities, as evidenced by lower average loss values compared to indicator averages and LM benchmarks, reinforcing its enhanced predictive performance.

Table 6: PLSpredicts

	Q^2predict	PLS-RMSE	LM-RMSE	PLS-LM
EP1	0.363	0.578	0.600	-0.022
EP2	0.258	0.595	0.609	-0.014
EP3	0.291	0.633	0.649	-0.016
EP4	0.218	0.682	0.703	-0.021

Table 7: Cross-Validated Predictive Ability Test (CVPAT)

	Average loss difference	t-value	p-value
EP	-0.152	6.706	0.000
Overall	-0.152	6.706	0.000

Importance-Performance Map Analysis

Importance-Performance Map Analysis (IPMA) provides valuable insights into the constructs influencing employee performance by assessing their significance and current effectiveness (Ringle & Sarstedt, 2016; Hair et al., 2018). In Table 8, Organizational Commitment demonstrates the highest importance score (0.416) but relatively low performance (60.631), indicating a critical area for improvement. Conversely, Public Service Motivation has a low importance score (0.034) with relatively high performance (66.389), suggesting a limited impact on employee performance despite its adequate execution. Organizations should

implement strategies that foster a sense of belonging and purpose among employees to enhance Organizational Commitment. This could include regular engagement initiatives, opportunities for career development, and recognition programs that celebrate individual contributions. Furthermore, conducting focus groups or surveys to identify employee needs and concerns can lead to targeted interventions. Organizations can boost commitment levels by addressing these areas, ultimately translating to improved employee performance and overall organizational effectiveness.

Table 8: Importance-Performance Map Analysis (IPMA)

	Importance	Performance
LS	0.214	67.275
OC	0.416	60.631
PSM	0.034	66.389
SAT	0.224	66.455

5. Discussion & Conclusion

Enhancing public service motivation, leadership style, employee satisfaction, and organizational commitment are essential for improving employee performance. Public sector organizations should adopt several practical strategies. First, fostering public service motivation (PSM) is vital, as indicated by its low beta value (0.034) in the hypothesis testing, suggesting that this factor may not significantly influence performance in the current study. However, it is critical for the long-term sustainability of public sector roles. To augment PSM, leaders can implement initiatives emphasising the value of public service and its impact on communities. Training programs highlighting the importance of serving the public good and showcasing success stories can renew employees' intrinsic motivation (Judi et al., 2025). Recognizing employees' contributions to community welfare can also foster a deeper connection to the public service mission. Next, improving leadership style, evidenced by a beta of 0.214, indicates a moderate positive influence on employee performance. This suggests that effective leadership directly correlates with better employee outcomes. Organizations should invest in leadership training emphasising transformational leadership qualities and fostering supportive relationships between leaders and employees (Perdana, 2025). This approach encourages open communication and cultivates employee engagement and trust, which are critical for job satisfaction. Leaders who inspire and motivate their subordinates create an environment where employees feel valued, promoting a culture of high performance. Moreover, a significant beta of 0.416 for organizational commitment indicates that intense commitment levels among employees lead to enhanced performance. Public sector organizations can enhance commitment by implementing mentorship programs that connect employees with senior leaders, thus creating a sense of belonging and loyalty. Regular feedback sessions should be established to align organizational goals with individual aspirations, increasing both commitment and performance (Winda et al., 2025). Recognising and rewarding commitment through structured career advancement opportunities can provide employees with clear pathways to growth. Finally, improving employee satisfaction, as evidenced by a beta value of 0.224, is imperative for fostering a positive work environment. Initiatives such as flexible work arrangements, wellness programs, and recognition awards can significantly enhance satisfaction. Engaging employees in decision-making processes fosters a sense of ownership and satisfaction in their roles, ultimately driving commitment and performance (Nurfadillah et al., 2025). In conclusion, while public service motivation may not significantly impact employee performance in this context, adopting these strategies can lead to enhanced leadership styles, increased employee satisfaction, and strengthened organizational

commitment. This multifaceted approach will create a more effective and engaged public sector workforce better equipped to serve the community and meet organizational objectives.

Theoretical Implication

The present study significantly contributes to the existing body of literature on public service motivation (PSM), leadership styles, employee satisfaction, and organizational commitment by providing empirical evidence that elucidates the relationships among these constructs and their impact on employee performance. By examining the influences of leadership style and organizational commitment on performance, this research reinforces and expands upon the PSM Theory developed by Perry and Wise (1990). The findings highlight a potential gap in understanding public service motivation, where its limited effect on performance suggests the need for further exploration into the factors that shape motivation in public sector contexts. This observation prompts a re-evaluation of traditional models of PSM, encouraging future research to consider alternative frameworks that integrate both intrinsic and extrinsic motivators to explain employee engagement more fully. Moreover, the significant role of employee satisfaction in enhancing performance suggests that future investigations could focus on the interplay between job satisfaction and other constructs, such as work-life balance and organizational support. By addressing these dynamics, researchers can refine their theoretical understanding of how these factors collectively influence public-sector employee outcomes. This study lays the groundwork for subsequent research to build upon these insights, ultimately contributing to a more nuanced theoretical model that better explains employee dynamics and enhances public service effectiveness in organizational contexts.

Practical Implication

The findings from this study offer several practical implications for the public sector aimed at enhancing employee performance through improved public service motivation, leadership styles, employee satisfaction, and organizational commitment. First, public sector organizations should prioritize cultivating a motivational environment to strengthen public service motivation among employees. This can be achieved by implementing targeted training programs that emphasize the importance of public service and the positive impact employees have on their communities (Judi et al., 2025). Additionally, fostering transformational leadership styles is essential, as effective leaders can inspire and engage employees, leading to higher performance levels (Perdana, 2025). Moreover, organizations should enhance organizational commitment by developing mentorship programs and recognition schemes reinforcing employees' emotional ties to work (Winda et al., 2025). By creating such programs, public sector organizations can increase job satisfaction and promote a sense of belonging, ultimately improving performance outcomes. Furthermore, it is critical for public sector entities to regularly assess employee satisfaction and align organizational practices with employees' needs. Flexible work arrangements, wellness initiatives, and opportunities for professional growth can significantly bolster satisfaction levels (Nurfadillah et al., 2025). Public sector organizations can create a supportive and motivated workforce by implementing these strategies. This will enhance employee performance and ultimately result in better service delivery for the communities they serve. These practical implications provide a roadmap for future improvements in a sector pivotal to public well-being.

Suggestions for Future Studies

Future studies should explore the factors influencing public service motivation, particularly in varying public sector environments. Researchers could investigate the impact of intrinsic and extrinsic motivators on employee engagement, focusing on different demographic groups. Additionally, longitudinal studies could provide insights into how leadership style changes

affect organizational commitment and employee satisfaction. Comparative studies across public sector organizations could yield a deeper understanding of best practices for enhancing motivation and performance. It would also be valuable to examine the interplay between work-life balance and satisfaction levels and their combined effects on employee performance. Lastly, qualitative research, including interviews and focus groups, could uncover nuanced insights into employee perceptions of motivation and leadership, enriching the existing theoretical frameworks and providing actionable strategies for practitioners in the public sector.

Conclusion

This study highlights the critical interconnections between public service motivation, leadership style, employee satisfaction, and organizational commitment and their collective impact on employee performance in the public sector. The findings suggest that while leadership and commitment play significant roles in enhancing performance, public service motivation requires further exploration to understand its implications in a public service context. The practical strategies proposed, such as nurturing motivational environments, fostering transformational leadership, enhancing commitment through mentorship, and improving employee satisfaction, offer actionable pathways for public sector organizations aiming to optimize workforce performance. Public sector entities can create a more engaged and effective workforce by prioritising these elements, thereby improving service delivery to the communities they serve. Overall, this study contributes to the existing literature on public administration by providing insights that inform both theory and practice, aiming to enhance the well-being of employees and citizens reliant on public services.

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