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Public Sector Performance: The Impact of Transformational Leadership and Public Service Motivation on Organizational Performance as mediated by Organizational Commitment

Antony Sentoso[1*], Asri Mardiana[2], Yulfiswandi[3]
[1]Universitas Internasional Batam, Batam, Indonesia, antony@uib.ac.id
[2]Universitas Internasional Batam, Batam, Indonesia asri@uib.ac.id
[3]Universitas Internasional Batam, Batam, Indonesia yulfis@uib.ac.id

[*]Corresponding Author: antony@uib.ac.id[1]

Abstract: With organizational commitment as mediating variable, the objective of this study is to examine and evaluate the impact of public service motivation and transformational leadership on organizational performance. Respondents from the public sector of Maritime Affairs and Fisheries Service Branches dispersed around the Riau Island Province Region make up this quantitative research technique with data processing using Smart PLS. Completing a questionnaire sent via Google form was the main method of gathering primary data for this project. According to the study's results, transformational leadership has a significant influence, but Public service motivation has little impact on organizational performance. Organisational commitment is essential for mediating the relationship between transformational leadership and organizational performance, as well as public service motivation and organizational success.

Keywords: Transformational Leadership, Public Service Motivation, Organizational Commitment, Organizational Performance.

INTRODUCTION

In the current era of bureaucratic reform, the challenge of improving organizational performance continues to grow along with society's demands for efficient and better service. Leadership is considered an organizational skill aimed at maximizing the performance of subordinates to achieve organizational goals (M. Donal Mon et al., 2025). Expected to boost motivation to serve society, transformational leaders help to articulate a vision, communicate it with their staff and preserve it over time, namely the orientation to do good to society (Andersen et al., 2018). As public sector pressure and expectations to be effective, efficient, and responsible increase, the idea of public service motivation and organizational performance becomes more significant and pertinent (Zubair et al., 201). Maximizing the effectiveness of public sector organizations depends on transformational leadership in great part (Musana & Setyawan, 2023).

Transformational leadership is very important for influencing public service motivation among government personnel to attain organizational success within the Riau Island Provincial Government. Some of the goals are to enhance the quality of State Civil Apparatus,

Professionalism, Accountability, Efficiency and Effectiveness of Public Service in line with Law Number 5 of 2014 concerning State Civil Apparatus. Based on result of the 2021, 2022 and 2023 Government Agency Performance Accountability Report, (DKP PROV KEPRI, 2021,2022 and 2023) The Maritime Affairs and Fisheries Service of the Riau Islands Provincial Government received a score in the range of 70-80 in the BB (Very good) category. This was caused by several external and internal factors so that the Riau Islands Provincial Maritime Affairs and Fisheries Service was not able to obtain a score in the A category (Satisfactory). These external and internal factors include the lack of optimal management of marine conservation areas and the still minimal number of State Civil Servants that should be needed to achieve organizational performance targets.

Transformational leadership has been known as a strong factors in improving organizational performance. This leadership model not only organizes, but also inspires and forms a shared vision that can motivate organizational members to achieve common goals. Transformational leadership theory begins with the concepts of Burns (19778) and Bass (1985). According to Bass, tranformational leaders stimulate subordinates to create leadership perceptions with new persepective duet o intellectual stimulation (Eliyana et al., 2019).

An internal drive called public service motivation motivates those working in the public sector to provide the society improved services. High degrees of motivation among public service staff members may help organizations to more successfully satisfy public demands. Those who have high degrees of public service motivation want to work for the public sector and excel in their roles there (Gan et al., 2020). Strongly motivated employees will feel inspired and satisfied and will automatically enhance their performance in an organizational environment (Mon et al., 2023). Public service motivation clearly statistically substantially affects organizational performance (Qi & Wang, 2018).

Organizational commitment reflects the level of involvement and loyalty of organizational members towards the goals, values and vision of the organization. As a mediator, organizational commitment can link the influence leadership transformation and public service motivation with organizational performance. When organizational members feel connected and have a high commitment to the organization they tend to perform better in achieving organisational goals. (Lin et al., 2024) Organizational commitment may be divided into three categories: emotional, normative, and continuity commitment. While normative commitment is defined by a feeling of duty to stay in an organization and provide high-quality performance, affective commitment emphasizes an individual's emotional tie to the firm. A person's choice to stay with a company after advancing in their profession is a sign of continuity commitment.

A whole picture of an entity's capacity and efficiency in implementing its actions to meet its organizational objectives is organizational performance. Organizational performance is a complicated subject with many definitions, like market share and profit. It may be described as the degree to which an organization can fulfill its own requirements and the demands of its stakeholders in order to exist. And it is also often defined in terms of efficiency, effectiveness and quality of products and services (Alsayyed et al., 2020).

Based on the explanations above, debate on transformational leadership and public service motivation as elements that might influence and improve the quality of public services as well as general organizational performance and the function of organizational commitment might provide a deeper knowledge of optimizing organizational performance, interesting for further research and analysis. Previous research has looked at the relationship between transformational leadership, leadership style, and job employee satisfaction; however, it has not considered public service motivation and organizational commitment as supporting

variables for achieving optimal organizational performance in accordance with the company's vision, mission, and goals.

METHODS

Descriptive quantitative research includes this kind of study as it analyzes data using statistics and employs numbers for quantitative estimations. The features of this research clearly show that organizational performance as the dependent variable is correlated with independent factors like transformational leadership, public servive motivation and organizational commitment as mediating variables. Population is defined as the entirety of individuals, objects, or events that are the main subject of investigation in a study and sample refers to a subdivison of the population selected for the purpose of observation or research (Candra Susanto et al.,2024). The population of this research is all State Civil Apparatus in the Maritime and Fisheries Service Branch work units within the Riau Islands Provincials Goverment, totaling approximately 223 people. Based on the calculation above using the Krejcie and Morgan (1970) method, the estimated sample size for a population of 223 people is 140 people. The sample that was the focus o the research was State Civil Apparatus, both male and female, aged between 18 and over 45 years, had an education level from high school to doctoral program and had a working periode from 0 to more than 16 years. This study makes use of primary data gathered by means of questions created on a Google form that respondents complete. The data analysis system for this investigation used the partial least squares (PLS) approach and the Smart PLS 3.3 application. By use of structural analysis and measurement, PLS is performed to model connections between variables by identifying noteworthy correlation patterns. This method lets researchers probe and explain the relationships between variables in the study model in more thorough and exacting manner.

RESULTS AND DISCUSSION

Respondent Data Analysis

Based on categories: gender, age, education and duration of job, the answers of the disseminated questionnaire help to clarify the description of research respondent data in terms of respondent typically based on these factors. Respondents are those who have answered surveys sent using Google forms and given data or information to researchers therefore enabling the testing of the data that will be used. With a total sample of 163 persons, the State Civil Apparatus at the Maritime Affairs and Fisheries Service Branch was the subject of this study scattered across the Riau Islands Provincial Goverment. The following describes the characteristics of the respondents gender, age, greatest degree of education, and duration of employment.

Table 1. Respondents Demographics

Characteristics	Descriptions	Total	Persentase
Gender	Male	76	46,6
	Female	87	53,4
Age	18 - 25	7	4,3
	26 - 35	53	32,5
	36 - 45	80	49,1
	Over 45 - 60	23	14,1
	SLTA	20	12,3
	Diploma III	22	13,5
	Diploma IV	8	4,9

Education	Strata 1	108	66,3
	Strata 2	5	3,1
	Strata 3	-	-
Work Experiences	0 – 5 Years	28	17,2
	6 – 10 Years	50	30,7
	11 – 15 Years	51	31,3
	More over 16 Years	34	20,9
Division	Finance	19	11,7
	Services	63	38,7
	Administrations	32	19,6
	Others	49	30,1

Source : Research Data, 2025

The Riau Islands Provincial Goverment, from its inception, inaugurated on September 24, 2022, overall the Riau Islands Province consists of 5 districts and 2 cities. The area is 8,201.72 Km^2 its about 96% of sea and only about 4% land. in accepting candidates for Civil Servants / State Civil Apparatus the Riau Islands Province Goverment has never differentiated gender between male and female, so there are no anomalies between male and female. The formations and majors that are opened when accepting prospective civil servants / state civil apparatus within the Riau Islands Provincial Goverment are mostly intended for Strata 1 and Diploma III education levels. So that currently Strata 1 graduates have the highest numbers of employees in the Riau Islands Province.

Based on the research results, the respondents data consisted of 76 Male (46,6%) and 87 Female (53,4%), indicating that there were more female employees. In the age category, the 36-45 year age group had more respondents, namely around 80 people (49,1%), followed by the 26-35 year age group, about 53 people (32,5%), and than 45-60 years old 23 people (14,1%), and the last one 18-25 year olds around 7 people (4,3%).

In education, the largest number of employees came from Strata 1 (S1) education it's about 108 people (66,3%), followed by Diploma III 22 people (13,5%), High School 20 people (12,3%), next Diploma IV about 8 people (4.9%) and the last one Strata 2 (S2) about 5 people (3,1%).

Based on work experience, most respondents had work experience of more than 10 years in the Riau Island Provincial Goverment. The following is result from working experience between 11-15 years amounted to 51 people (31,3%), then 6-10 years totaling 50 people (30,7%), next working period of more than 16 years was 34 people (20,9%) and finally working period 0-5 years was around 28 people (17,2%). In the category Most respondents in the field of work came from the service departement with a total of 63 people (38,7%), followed by other departments about 49 people (30,1%), next the administration departement with 32 people (19,6%), and last one the finance departement amount 19 people (11,7%)

Tabel 2. ***Average Variance Extracted (AVE)***

Variable	***Average Variance Extracted (AVE)***
Transformational Leadership	0,632
Public Service Motivation	0,673
Organizational Commitment	0,586
Organizational Performance	0,647

Source : Research Data Processed Result, 2025

Average Variance Extracted (AVE) provides an illustration that each variable has an AVE value that exceeds 0,50 (AVE > 0,50). This analysis shows that each variable has a significant contribution to its own total variance in the concept being measured. In other words, the measurement results confirm that there are no problems with convergent validity in the model being tested. This indicates that the variables included in the mode have appropriate correlations and measure the desired concept well. Confidence in the validity of the constructs in the model can provide a strong basis for interpreting the result of further analysis. All of the variables' composite reliability values have surpassed 0.5, indicating that they are all reliable, according to the reliability test results shown in Table 2.

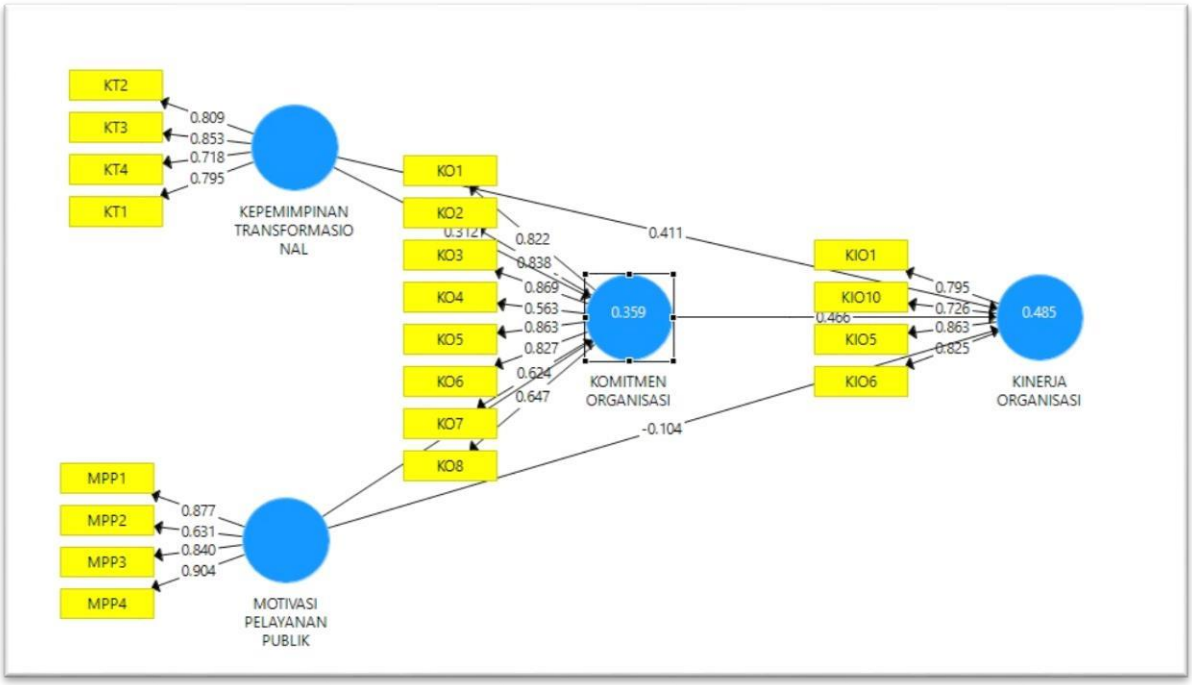


Figure 1. Measurement Model (Standardized Loading Factor)
Source : Research Data Processed Result, 2025

Tabel 3. ***Reliability Composite dan Cronbach's Alpha***

Variable	Reliability Composite	Cronbach's Alpha
Transformational Leadership	0,873	0,804
Organizational Performance	0,879	0,816
Organizational Commitment	0,917	0,894
Public Service Motivation	0,890	0,837

Source: Research Data Processed Result, 2025

Reliability is a measurement that shows whether or not the answers to questions in a questionnaire are consistent (Sujarweni, 2015, hal. 192). Cronbach's Alpha, Spearman Brown, Kristoff, Angoff and Rullon are among the widely used formulae for reliability testing. Every question item may be concurrently subjected to reliability testing. On the other hand, If the Cronbach's Alpha value is less than 0.60 (6%) it is considered unreliable; if it is more than 0.60 (6%), it is considered dependable. The composite reliability value of all variables surpassing 0.6 indicates that all variables have been shown to be trustworthy, according to the reliability test findings displayed in Table 3.

Tabel 4. *Specific Direct Effects*

Hypothesis	Original Sample	T Statistik	PValue
H1 : Transformational Leadership -> Organizational Performance	0,411	6,201	0,000
H2 : Transformational Leadership -> Organizational Commitment	0,312	4,320	0,000
H3 : Organizational Commitment -> Organizational Performance	0,466	4,706	0,000
H4 : Public Service Motivation -> Organizational Performance	-0,104	1,303	0,193
H5 : Public Service Motivation -> Organizational Commitment	0,446	6,031	0,000

Source: Research Data Processed Result, 2025

Path coefficients were obtained by means of bootstrapping technique hypothesis testing, thereby assessing the full outcome of the study hypothesis. In keeping with the recommendations given in the study, one may say that the data have statistical significance if the statistical T value above the threshold of 1,96 or the P-value is below 0,05. The route coefficient findings above provide, based on the information in Table 4, so one may get the following conclusions:

a. Transformational leadership significantly affects organizational performance as the T statistic is 6, 201 and the P value is 0,000.
b. Given the T statistic of 4,320 and P value of 0,000, transformational leadership clearly influences organizational commitment.
c. The T statistic of 4,706 and P value of 0.000000 indicate that organizational commitment significantly impacts performance.
d. Public service motivation has little influence on organizational performance, as shown by the T statistic of 1,302 and P value of 0.193.
e. The T statistic of 6,031 and the P value of 0.00000 clearly indicate that public service incentives impact organizational commitment.

Tabel 5. *Specific Indirect Effects*

	Original Sample	T Statistik	P Value
H6 : Transformational Leadership-> Organizational Commitment -> Organizational Performance	0,145	2,742	0,006
H7 : Public Service Motivation -> Organizational Commitment -> Organizational Performance	0,208	4,037	0,000

Source: Research Data Processed Result, 2025

This study tested direct effects and indirect effects. Demonstrating the role of mediating variables in research is aided by testing indirect effects. According to the criteria, the T-statistic value must be less than 1,96 and the P value must be more than 0,05. The results of the indirect effects above lead to the conclusion, as shown in table 5 as follows:

1. Given that the T statistic is 2,742 and the P value is 0,006, there is a significant mediation effect between Transformational Leadership and Organizational Performance with
2. Organizational Commitment;

3. Given that the T statistic is 4,037 and the P value is 0.00000, there is a significant mediation effect between Public Service Motivation and Organizational Performance with Organizational Commitment.

Hypothesis Testing

Based on the test result, the following conclusions can be drawn:

a. Organizational performance is significantly impacted by transformational leadership, the results of this research are the same as research conducted by (Alsayyed et al., 2020) and (Nguyen et al., 2023), this is because transformational leaders not only manage work, but also inspire and empower employees to achieve their best potential. By creating a supportive environment, providing recognition, encouraging innovation, and aligning individual goals with organizational goals, transformational leaders can drive significant performance improvements within the organization;
b. Transformational leadership and organizational commitment have a big impact on each other, the results of this study are in line with research (Iqbal et al., 2020) and (Hermanto et al., 2024), this happens because transformational leadership is able to encourage greater involvement, respect for individuals, and a deeper understanding of the goals and values of the organization. All of this can create stronger emotional ties between organizational members and the organization itself, which ultimately strengthens employee commitment to the organization;
c. There is a strong correlation between performance and organizational commitment, this is relevant to previous research conducted by (Qi & Wang, 2018) and (Ahmed et al., 2018), this can happen because high commitment from organizational members can increase dedication, productivity and quality of work, which ultimately affects the achievement of overall organizational goals;
d. There is an insignificant influence between Public Service Motivation and Organizational Performance, the results of this research are inversely proportional or contradictory to research conducted by (Christensen et al., 2017) and (Zubair et al., 2021), this may occur due to a mismatch between individual motivation and organizational goals, employee personal motivation may not always be in line with the organization's goals and vision. If employees are motivated for personal goals or only to meet the organization's short – term target, this will not contribute significantly to achieving organizational goals;
e. Organizational commitment and public service motivation are highly correlated, this result was also found in research conducted by (Pham et al., 2024) and (Gan et al., 2020), this can happen because high public service motivation plays an important role in strengthening organizational commitment because it creates a sense of responsibility, job satisfaction, involvement in organizational goals and loyalty. Motivated employees are more likely to have a strong emotional bond with the organizational and are more committed to giving their best in their work;
f. The mediation of organizational commitment and transformative leadership have a substantial impact on organizational performance, this is in line with research conducted by (Hussain et al., 2019) dan (Harb et al., 2020), this can happen because transformational leaders are able to inspire and motivate employees to work better by providing a clear vision, emotional support, and opportunities for development, thereby increasing employee commitment to the organization, namely a greater sense of responsibility and attachment to organizational goals. High committed employees will be more creative, devoted, and productive; these qualities eventually help to increase general organizational performance;
g. Public service motivation has a major impact on the mediation of organizational commitment and organizational performance; this conclusion is consistent with studies carried out by (Lin et al., 2024) dan (Jung & Moon, 2024); this is so because employees

who are driven to provide the best service tend to feel more linked to the objectives and values of the company. Strong motivation helps workers to feel more responsible and connected to their company (organizational commitment). High commitment employees will be more focused, operate with great efficiency, and actively help the firm to reach its objectives.

CONCLUSION

This study helps one to realize that organizational performance is much influenced by transformational leadership. Moreover, organizational commitment serves as a mediator, strengthening the link between transformational leadership and public service motivation on organizational performance. Transformational leaders have the potential to enhance public service performance by motivating, empowering, and provide emotional support to their subordinates. Their dedication to the company will grow as a result. Inspired by transformational leaders, great public service directly helps to ensure the quality and potency of the offerings to the society.

Leaders in the public sector should embrace a transformational leadership style more active in empowering and motivating staff members in order to increase organizational performance in the framework of public services. In addition, organizations need to strengthen the commitment aspect throught policies that support employees satisfaction and well being, as well as providing opportunities for professional development. By paying attention to these two aspects, it is hoped that public service motivation will be higher, which will ultimately contribute to increased performance and better quality of service for the community.

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