

1.1.1.1.1 o



COLLEGE OF BUSINESS AND ECONOMICS

**DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT**

**The Relationship between Transformational Leadership, Public
Service Motivation, Affective Commitment and Organizational
Performance in Public Service Employees Transport Service
Enterprise (PSETSE)**

By

Tesfaye Molla

Advisor:

Dr. Berhanu Temesgen

Addis Ababa

October 2021

ADDIS ABAB UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT

**The Relationship between Transformational Leadership, Public
Service Motivation, Affective Commitment and Organizational
Performance in Public Service Employees Transport Service
Enterprise (PSETSE)**

By

Tesfaye Molla

**A Thesis Submitted to Addis Ababa University, College of Business and
Economics, Department of Public Administration and Development
Management, in Partial Fulfillment of the Requirements for the Degree of
Masters of Arts in Public Administration and Policy**

Addis Ababa

October 2021

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**The Relationship between Transformational Leadership, Public
Service Motivation, Affective Commitment and Organizational
Performance in Public Service Employees Transport Service
Enterprise (PSETSE)**

By
Tesfaye Molla

APPROVED BY:

Dr. Berhanu Temesgen

ADVISOR

SIGNATURE

DATE

Dr. Mekuria Haile

EXTERNAL EXAMINER

SIGNATURE

DATE

Dr. Jemal Abagissa

INTERNAL EXAMINER

SIGNATURE

DATE

Declaration

I, the undersigned, declare that this thesis is a result of my independent research work on the topic entitled “The Relationship between Transformational Leadership, Public Service Motivation, Affective Commitment and Organizational Performance in Public Service Employees Transport Service Enterprise (PSETSE)” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Tesfaye Molla

Signature _____

Date: _____

Acknowledgements

First of all, I would like to express my heartfelt gratitude to my supervisor Dr. Berhanu Temesgen, for his scholastic guidance, valuable support, and critical comments he delivered throughout the research work.

I am deeply indebted to participants of this study who spent their valuable time to complete the questionnaires without which this thesis would have remained incomplete. I would like to extend my gratefulness to Ato Gorfu Getachew, Director of Change Management and Good Governance and W/ro Maruf Ahmed, Director of Human Resource from Public Service Employees Transport Service Enterprise (PSETSE), for providing me pertinent information about the Enterprise and for their valuable support during the process of data collection.

My heartfelt thanks go to my family who provided me consistent dedication, love and encouragement throughout the research work. I am also grateful for my fellow course mates for their friendly support and cooperation. Special thanks go to W/ro Saba Mesfin and Ato Ermiyas Tefera for their unreserved help and support. I express my thanks to all of them whose names are not spelled out here but they helped me in many ways for the successful completion of this thesis.

Tesfaye Molla
Addis Ababa, October 2021

Table of Contents

| | |
|--|----------|
| Declaration | iii |
| Acknowledgments | v |
| Table of Contents..... | vi |
| List of Tables..... | x |
| List of Figures..... | xi |
| List of Acronyms and Abbreviations | xii |
| Abstract | xiii |
| | |
| 1. Chapter One: Introduction | 1 |
| 1.1 Background to the Study | 1 |
| 1.2 Statement of the Problem | 4 |
| 1.3 Research Questions | 5 |
| 1.4 Research Objectives | 6 |
| 1.4.1 General Objective | 6 |
| 1.4.2 Specific Objectives..... | 6 |
| 1.5 Scope of the Study | 7 |
| 1.6 Significance of the Study | 7 |
| 1.7 Organization of the Research | 8 |
| | |
| 2. Chapter Two: Literature Review | 9 |
| 2.1 Introduction | 9 |
| 2.2 Conceptualizing Transformational Leadership, Organizational Commitment, Public Service Motivation, and Organizational Performance | 9 |
| 2.2.1 Transformational Leadership | 9 |
| 2.2.2 Affective Organizational Commitment | 12 |
| 2.2.3 Public Service Motivation | 14 |
| 2.2.4 Organizational Performance | 15 |

| | |
|--|-----------|
| 2.3 Theoretical Framework and Hypothesis | 16 |
| 2.3.1 The Link between Transformational Leadership and Organizational Performance | 16 |
| 2.3.2 Relations between Transformational Leadership and Affective Organizational Commitment | 17 |
| 2.3.3 The Link between Transformational Leadership and Public Service Motivation..... | 18 |
| 2.3.4 Affective Organizational Commitment and Organizational Performance | 19 |
| 2.3.5 PSM and organizational Performance | 20 |
| 2.3.6 PSM and Affective Organizational Commitment | 21 |
| 2.3.7 PSM as Mediating the Relationship between Transformational Leadership and Organizational Performance | 22 |
| 2.3.8 Affective Organizational commitment as Mediating between Transformational Leadership and Organizational Performance | 23 |
| 2.3.9 Conceptual Model | 24 |
| 3. Chapter Three: Research Design and Methodology | 27 |
| 3.1 Introduction | 27 |
| 3.2 Description of the Study Area | 27 |
| 3.3 Research Design and Approach | 28 |
| 3.4 Independent, Mediate and Dependent Variables..... | 29 |
| 3.5 Operationalization and Measurements of Variables | 29 |
| 3.6 Control Variables | 34 |
| 3.7 Population and Sampling | 34 |
| 3.8 Sources of Data | 35 |
| 3.9 Procedure and methods of Data Collection | 35 |
| 3.10 Methods of Data Analysis | 37 |
| 3.11 Validity and Reliability | 38 |
| 3.12 Ethical Consideration | 39 |

| | |
|---|-----------|
| 4. Chapter Four: Data Presentation, Analysis, Discussion and Interpretation | 40 |
| 4.1 Introduction | 40 |
| 4.2 Response Rate | 40 |
| 4.3 Demographic Characteristics of Respondents | 40 |
| 4.3.1 Characteristics of Respondents by Sex and Age | 41 |
| 4.3.2 Responses by Marital Status | 41 |
| 4.3.3 Characteristics of Respondents by Education and Experience | 42 |
| 4.4 The Tested Model – Descriptive Statistics | 44 |
| 4.4.1 Correlation Analysis | 44 |
| 4.4.2 Descriptive Statistics: Mean, Standard Deviation for TL, AOC, PSM, and POP | 45 |
| 4.5 Normality Test | 47 |
| 4.6 Regression analysis between POP and PSM, TL and AOC | 48 |
| 4.7 The Structural Model – Hypothesis Testing and Discussion | 49 |
| 4.7.1 Transformational leadership and perceived organizational performance | 50 |
| 4.7.2 Transformational leadership and affective organizational commitment | 52 |
| 4.7.3 Transformational leadership and public service motivation..... | 53 |
| 4.7.4 Affective organizational commitment and perceived organizational performance | 53 |
| 4.7.5 PSM and perceived public organizational performance..... | 54 |
| 4.7.6 PSM and affective organizational commitment | 55 |
| 4.7.7 The Relationship between transformational leadership and organizational performance mediated through PSM | 55 |
| 4.7.8 The Association between transformational leadership and organizational performance through affective organizational commitment | 56 |
| 5. Chapter Five: Summary of the Findings, Conclusion and Recommendations | 57 |
| 5.1 Introduction | 57 |
| 5.2 Summary of the Finding | 57 |
| 5.3 Conclusion | 61 |
| 5.4 Recommendations | 62 |

| | |
|--|-----------|
| 5.5 Contribution, Limitations and Future Research | 63 |
| References | 66 |
| Appendices: | |
| Appendix 1: Questionnaire | 77 |
| Appendix 2: Homoscedasticity Test - Scatterplot | 82 |
| Appendix 3: Correlation for Main Constructs and Control Variables | 83 |
| Appendix 4: Total Effect of Structural Modeling | 84 |
| Appendix 5: Indirect Effect Regression Weights for Structural Modeling | 85 |

List of Tables

| | |
|---|----|
| Table 3-1: Independent, Mediate and Dependent variables of the study..... | 29 |
| Table 3-2: Reliability Statistics | 38 |
| Table 4-1 Sex and Age of the respondents | 41 |
| Table 4-2: Educational Background and Work experience of respondents | 43 |
| Table 4-3: Correlations between Transformational Leadership, Affective Organizational Commitment, Public Service Motivation and Organizational Performance | 44 |
| Table 4-4: Descriptive Statistics Mean, Standard Deviation for TL, AOC, PSM, and POP .. | 46 |
| Table 4-5: Regression Analysis of independent variables with dependent variables Model Summary | 48 |
| Table 4-6: Significance of Independent Variables – ANOVA | 49 |
| Table 4-7: Regression Weights for Structural Model – Direct Effects | 51 |

List of Figures

| | |
|---|----|
| Figure 2-1: Conceptual Model on the relations between Transformational Leadership, PSM, Affective Organizational Commitment, and Organizational Performance | 25 |
| Figure 4-1: Marital Status of Respondents | 41 |
| Figure 4-2: Normality Test | 47 |
| Figure 4-3: Structured Model for the four constructs and Control Variables | 50 |

List of Acronyms and Abbreviations

| | |
|--------|---|
| AC | Affective Commitment |
| AOC | Affective Organizational Commitment |
| CF | Coefficient |
| CI | Confidence Interval |
| df | Degrees of freedom |
| ECX | Ethiopian Commodity Exchange |
| EQAO | Ethiopian Quality Award Organization |
| FDRE | Federal Democratic Republic of Ethiopia |
| HRM | Human Resource Management |
| MLQ | Multifactor Leadership Questionnaire |
| OC | Organizational Commitment |
| OCQ | Organizational Commitment Questionnaire |
| POP | Perceived Organizational Performance |
| PSETSE | Public Service Employees Transport Service Enterprise |
| PSM | Public Service Motivation |
| SEM | Structural Equation Model |
| SPSS | Statistical Package for Social Science |
| TL | Transformational Leadership |
| TLS | Transformational Leadership Style |

Abstract

This study examines the relationship between transformational leadership, affective organizational commitment, public service motivation, and perceived organizational performance. A structural equation modeling was used to examine the perceptions of 112 public employees in Ethiopian Public Service Employees Transport Service Enterprise. The result indicates that transformational leadership has a positive, significant but medium relationship with perceived organization performance, affective organizational commitment, and public service motivation. It is also found that transformational leadership has a positive effect on AOC, PSM and POP. However, the level of influence slightly differs. It is revealed that 29.6%, 41.6% and 23.5% of change on civil servant's perceived organizational performance, affective organizational commitment, and public service motivation respectively is explained by the variation in the transformational leadership at the Enterprise. It is found that affective organizational commitment has significant contribution in the improvement of organization performance at Enterprise. The result also indicated that public service motivation has a significantly positive relation with and impacts on both perceived organizational performance and affective organizational commitment. In all these cases, however, the relationships and effects are found to be moderate except transformation leadership with public service motivation. Affective organizational commitment and public service motivation have mediating effect on perceived organizational performance albeit the indirect effect is weak. It is also found that none of the control variables (gender, age, marital status, educational background and work experience) has any significant effect on affective organizational commitment, public service motivation, and perceived organizational performance. It is possible to conclude that transformational leadership does play an important role in determining the levels of perceived organizational performance, both directly and indirectly, but only at medium level. Thus, in order to elevate its effects to a higher level, sustained and long-term management development programs should be designed to promote the existing status of transformation leadership at Enterprise; and the level of centralization, formalization and routinization should also be reduced.

Keywords: Transformational Leadership, Affective Organizational Commitment, Public Service Motivation, Perceived Organizational Performance, Structural Equation Modeling

CHAPTER ONE

INTRODUCTION

Improving the performance of government institutions is a vital concern of public administration (Brewer and Selden 2000). Factors that affect organizational performance in public sector include transformational leadership, affective organizational commitment, and public service motivation. Transformational leadership in public organization has been found to directly influence organizational performance. Some scholars have developed and tested theories which acknowledged the imperative of transformational leadership's for organizational performance improvements. Previous research indicates that transformation leadership has a direct, positive effect on the performance of the organization (Arif and Akram, 2018; Bass, Avolio, Jung, and Berson, 2003; Bellé, 2013; Dola, 2015; Imran, Zahoor, and Zaheer, 2012; Qi and Wang 2018; Sandell, 2012).

Besides, public service motivation (PSM) and affective organizational commitment are said to mediate the relationship between transformational leadership and organizational performance. Scholars designate that transformational leadership has an indirect impact on performance through such factors as affective commitment (Chen, 2004; Kumasey, Bawole, and Hossain, 2017; Peng, Liao, and Sun, 2020) and public service motivation (PSM) (Bellé, 2013; Khan, Rehmat, Butt, Farooqi, and Asim, 2020). This study therefore aims at testing these relationships using data from a survey of Public Service Employees Transport Service Enterprise in Addis Ababa, Ethiopia, and looking at if it yields the same results as it has been demonstrated by researchers from other parts of the world.

This chapter entails the background of the study, the statement of the problem which confers the research problem, the research questions, objectives of the study, significance of the study, scope of the study (delimitation), and organizational of the study.

1.1 Background of the Study

The importance of leadership in public organization is well recognized. Effective leadership provides higher-quality and more efficient goods and services, higher levels of satisfaction

among workers, and a healthy mechanism for innovation and creativity (Wart, 2003). It influences workers' behavior to achieve organizational objectives (Yeh and Hong, 2012) and organizational performances (Qi and Wang 2018). Specifically, public leadership is one of the essential factors in improving quality of public services (Nurung, Rakhmat, Sulaeman and Hamsinah, 2019), influencing public service motivation (Wright, Moynihan, and Pandey, 2012), enhancing employees' commitment and achieving organizational goals (Abasilim, Gberevbie and Osibanjo, 2019), and performance (Qi and Wang, 2018). A leader's leadership style affects not only organizational objectives, organizational commitment and organizational performance (Yeh and Hong, 2012) but also workers' motivation and attitudes (Wright, et al, 2012).

There are various leadership styles. The most commonly well researched are transformational, transactional and liaises faire leadership. Among these transformational leadership really works towards the goal that directs the organization to a goal that was never achieved before (Locke, as cited in Nurung et al., 2019, p. 928). Compared with transactional leaders, transformational leaders are found to be better forecaster of performance within the organization (Imran, et al, 2012); and are more likely to encourage innovation within the organization (İşcan, Ersarı, and Naktiyok, 2014). Transformational leadership encourages followers to focus on a common goal or mission, generates intrinsic motivation and inspires them to 'go the extra mile' (Bass, 1985).

Over the past three decades, accumulating research has indicated that transformational leadership is related to various important outcomes, such as performance (Arif, and Akram, 2018; Bass 1985; Imran, et al., 2012; Meaza, 2018); job satisfaction, organizational commitment (Nyengane, 2007; Voon, et al., 2011), willingness to put in extra effort on job and job performance (Caillier, 2015; Dola, 2015).

In addition to transformational leadership, the effect of organisational commitment on performance has been well documented. Researchers have found that employees who are pleased with their supervisors/leaders, feel that they are being treated with respect and are valued by their management feel more attachment with their organizations (Wiza and Hlanganipal, 2014). Organizational commitment can improve employees' performance and

raise organizational overall competitiveness (Yeh and Hong, 2012). There are three types of commitment in organizations namely, affective, continuance and normative. However, from these three types of commitment, affective commitment is typically used in transformational leadership theories (Caillier, 2015), and is more critical in public agencies and therefore has been used as a proxy for organizational commitment in government organizations (Kim, cited in Caillier, 2015), which also mediates the leadership-performance relationship, and thus this study focuses on affective commitment.

Public service motivation is another factor that influences organizational performance. Management theorists have dedicated much attention to finding out which factors motivate public employees (Caillier, 2014) among which public service motivation is said to influence the attitudes and behaviors of employees (Kim, Henderson and Eom, 2015). Employees with greater public service motivation (PSM) are likely to perform better in public sector jobs (Perry and Wise, 1990). According to Cook (2014, p4), although employees from public, private and the nonprofit sectors endorse the intrinsic rewards of their jobs as the primary motivators, public employees have been deemed as holding intrinsic rewards in a higher regard. Hence, PSM is positively associated with public sector job choice, organizational commitment, individual and organizational performance, and low turnover (Ritz, Brewer, and Neumann, 2016).

The fact that most of these studies were performed outside Ethiopia and not specifically at federal public organizations, causes one to wonder if the findings are also the case of public organization at federal institution in Ethiopian context. Thus, this study aims to examine the relationship between transformational leadership, public service motivation, affective organizational commitment, and organizational performance at Public Service Employees' Transport Service Enterprise (PSETSE) and looking at if it produces the same results as it has been proven in other parts of the world.

PSETSE is one of the public service institutions that provide service to the public and it is awarded the highest appreciate certificate for its better quality service in 2020 by the Ethiopian Quality Awards Organization in collaboration with the FDRE Civil Service Commission. Therefore, it is commanding to examine the association of transformational

leadership with affective organizational commitment, PSM and perceived organizational performance and test whether transformational leadership indirectly effects on perceived organizational performance through organizational commitment and public service motivation at PSETSE.

1.2 Statement of the Problem

Leadership (especially the style adopted by the leader) is one of the essential factors in improving quality of public services (Nurung, et al., 2019), influencing public service motivation (Wright, et al., 2012), enhancing employees' commitment and achieving organizational goals (Abasilim, et al., 2019), and performance (Qi and Wang, 2018). Over the past decade, accumulating research has indicated that transformational leadership is related to various important outcomes, such as organizational commitment, and willingness to put in extra effort on the job, task performance, and citizenship behavior.

However, the evidence on the relationships between these variables is mixed. For example, even though some (Arif and Akram, 2018; Bass 1985; Imran, et al, 2012; Yeh and Hong, 2012) reported that transformational leadership is positively correlated with job performance, others (Dvir, Eden, Avolio, and Shamir 2002; Grant, 2012) have shown inconsistent evidence of the effectiveness of transformational leaders in motivating higher performance among their followers, calling for a need for further studies to clarify the evidence from previous studies.

Organizational commitment holds a partial mediating effect between the relationship of transformational leadership and job performance (Yeh and Hong, 2012), but few studies have examined the mediation role of organisational commitment on the relationship between transformational leadership and organizational performance in the public sector services in developing economies (Donkor and Zhou, 2020). This causes one to wonder if the findings are also the case of public organization at federal institution in Ethiopian context.

Hence, PSETSE is selected to examine the relationships between the four constructs for the following reasons. PSETSE is one of the public service institutions that provide service to the public and regarded as the better quality service provider. In 2020, competition among

ten federal agencies held concerning the quality of government service. The competition was organized by the Ethiopian Quality Awards Organization (EQAO) in collaboration with the FDRE Civil Service Commission. Among the ten public service organizations, the Public Service Employees Transport Service Enterprise was awarded the highest appreciation certificate for it has found to provide a better quality service. More recently, in 2021, another competition was held among private and public institutions organized by EQAO, and the Enterprise was also awarded a certificate of the third level prize of the Ethiopian Quality Awards for its quality service.

It is on these premises that this research attempted to test the relationship between a) transformational leadership and organizational performance, b) transformational leadership and affective organizational commitment, c) transformational leadership and PSM, d) PSM and organizational performance, e) PSM and affective organizational commitment, f) affective organizational commitment and organizational performance g) transformational leadership and performance moderated by PSM, and h) transformational leadership and perceived organizational performance mediated by affective organizational commitment at the Public Service Employee's Transport Service Enterprise of Ethiopia, which is regarded by the Ethiopian Quality Awards Organization as the best provider of public service.

1.3 Research Questions

This research attempts to answer the following basic questions and testing the hypothesis developed from these questions:

1. Does transformational leadership positively relate to and effect on organizational performance at PSETSE?
2. Does transformational leadership positively associate with and impact on affective organizational commitment at PSETSE?
3. To what extent does transformational leadership correlate with and effect on PSM at PSETSE?
4. Does affective organizational commitment positively associate with and impact on organizational performance at PSETSE?

5. Does PSM positively link with and influence on perceived organizational performance at PSETSE?
6. Does PSM positively associate with and impact on affective organizational commitment at PSETSE?
7. Does PSM moderate the relationship between transformational leadership and organizational performance at PSETSE?
8. Does affective organizational commitment mediate the relationship between transformational leadership and organizational performance at PSETSE?

1.4 Objectives of the Study

The study has the following general and specific objectives;-

1.4.1 General Objective

The general objective of this study is to examine the relationships between transformational leadership, public service motivation, affective organizational commitment and organizational performance in PSETSE.

1.4.2 Specific Objectives

The specific objectives of this study are the following:

1. To examine the association of transformational leadership with organizational performance at PESTSE.
2. To examine the association of transformational leadership with affective organizational commitment at PESTSE.
3. To analyze the correlation of transformational leadership with PSM at PESTSE.
4. To assess the correlation of affective organizational commitment with organizational performance at PESTSE.
5. To assess the linkage of PSM with organizational performance at PESTSE.
6. To investigate the association of PSM with affective organizational commitment at PESTSE.

7. To examine whether PSM mediates the relationship between transformational leadership and organizational performance at PESTSE.
8. To investigate whether affective organizational commitment mediates the relationship between transformational leadership and organizational performance at PESTSE.

1.5 Scope of the Study

The study was carried out in Public Service Employee's Transport Service Enterprise. In this study, the analysis was limited to the relationship among the four variables, namely, transformational leadership, public service motivation, affective organizational commitment and organizational performance. Though there are three types of commitment in organizations, affective commitment is the focus of this study because this kind of commitment is typically used in transformational leadership theories and has been used as a proxy for organizational commitment in government organizations (Caillier, 2015; Kim, 2012; Kim, et al., 2015; Qi and Wang, 2018).

It is particularly delimited on examining the relationships between a) transformational leadership and affective organizational commitment, b) transformational leadership and PSM, c) PSM and organizational performance, d) transformational leadership and organizational performance, e) PSM and affective organizational commitment, f) affective organizational commitment and organizational performance g) transformational leadership and performance moderated by PSM, and h) transformational leadership and performance mediated by organizational commitment. The study is a cross-sectional study that relied on collecting data that present a population at a single point in time. The data for this study was delimited to and collected from top management, middle management and support staff that forms the lower management who hold diploma and above.

1.6 Significance of the Study

The results of this research study have the following importance:-

The main importance of this research is to increase knowledge and understanding about the relationship between and among transformational leadership, effective organizational

commitment, public service motivation, and organizational performance in the Public Service Employee's Transport Service Enterprise. So that similar assessments can be conducted in other public service organizations in providing more about the relationships and it can also enable the government to understand what kinds of strategies and solutions should be framed. Second, theoretically, this research has the benefit to enrich the literature regarding the relationships among transformational leadership, PSM, affective organizational commitment and organizational performance of the public sector in developing countries.

Thirdly, the findings and recommendations might be used to make important alternatives which may help policy makers and practitioners revisit the existing relationships based on the findings. It may also provide inputs to the management of the organization for it to come up with and to adopt the best ways, approaches or strategies which would help to enhance public service motivation, affective organizational commitment and organizational performance. Moreover, for academicians and future researchers it may serve as a reference material which offers insightful and baseline data for further studies. Last but not least, it provides an opportunity for the researcher to apply theoretical knowledge acquired through the course and also it provides insightful knowledge to understand in depth about the relationships among the four variables in public organization.

1.7 Organization of the Study

This research thesis is organized into five chapters. The first chapter encompasses an introduction part which highlights the general information of the study. The second chapter contains the extensive literature review which states the concepts and theories related to the study. The third chapter deals with the methodology of the study. Chapter four offers the research findings which consist of data presentation, analysis and interpretations. Finally, the fifth chapter presents the summary of the findings, the conclusion drawn from the study and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the concepts of transformational leadership, public service motivation, affective organizational commitment and organizational performance and the relationship between these variables. First, the extant of literature is reviewed regarding the concepts of these main constructs. Next is examining the relationship between the variables, which focuses on assessing the relations and effects of transformational leadership on organizational performance, affective organizational commitment and PSM; the relationship between affective organizational commitment and organizational performance; impacts of PSM on organizational performance and organizational commitment; and mediating effects of PSM and affective organizational commitment on the transformational leadership–performance relationship. Hypotheses are then derived from the literature, followed by the conceptual model.

2.2 Conceptualizing Transformational Leadership, Affective Organizational Commitment, Public Service Motivation, and Organizational Performance

2.2.1 Transformation Leadership

Transformational leadership is one of the various styles of leadership. To better understand the concept, it is imperative to briefly define leadership and public leadership first. Leadership in general is a process of inspiring others to give themselves unreservedly, to a mission. It is a behavior displayed by an individual so as to influence others (Northouse, 2013) in to achieve a common goal. Public leadership has its roots in the public sector management culture and societal culture in a given country (Çetin, 2012, p79) using initiative to put forward ideas and actions to improve society or tackle some of its ills, and mobilizing support from others for achieving those goals. Public leadership is, more than anything, the domain of those in the public service (Morse and Andterry, 2007).

Much of the literatures are devoted to describing transformational leaders as leaders that provide a vision and a sense of mission, inspire, pride and gain respect and trust through charisma. As Wright, et al note, “[g]iven both the public service orientation of public organization missions and the attractiveness of such goals to many public employees, public sector transformational leaders may be in a better position to activate the higher-order needs of their employees and encourage them to transcend their own self-interest for the sake of the organization and its clientele.” (Wright, et al., 2012, p212) Although the concept of transformational leadership created by Burns in 1978 as a description of political leaders who transform the values of their followers, it was Bass (1985, 1990) who expanded the scope to include leadership within organizational settings (Cailier, 2015; Sandell, 2012).

Transformational leadership is about creating ideas and new perspectives, and a new path of growth and prosperity **in front of the organization (Korejan, and Shahbazi, 2016); and it is about correlating** needs of followers with the objectives and goals of the leader, the group and the organization and by providing an inspiring vision of the future (Bass, 1985; Meaza, 2018). Transformational leadership **elevates the follower’s level of maturity and ideals as well as concerns for achievement, self-actualization, and the well-being of others**, the organization and society (Allen, 2017). Bass and Avolio (1993) also postulate that a transformational leader can inspire his or her **followers to surpass the original performance** expectations by enforcing, communicating and leading them to carry out organizational objectives spontaneously. In brief, transformational leaders are presumed to develop commitment, passion and loyalty among members of the organization, satisfy the higher needs of followers, and motivate their employees to do more than what is sited in the organization and achieve higher performance.

Transformational leadership includes **four components**: idealized influence, inspiration motivation, intellectual stimulation, individualized consideration (Bass, et al., 2003; Bass, 1985; Bottomley et al, 2016). The four “I”s defined by Bass come into perspective where leader diagnoses and elevates the needs of the follower; usually becomes a role model for followers; stimulates different perspectives and questions old paradigms; by articulating an appealing vision provides meaning and purpose to the work to be done (Bottomley, et al., 2016; Çetin, 2012).

Idealized influence (also referred to as charisma) refers to leaders displaying trust and showing respect to followers, appealing to them on an emotional level, which also captures leaders' willingness to take a stand in challenging situations because they are convinced; it is the ethical and right thing to do (Bottomley et al, 2016). Employees under this leadership are usually committed to their organization and work hard to meet the individual as well as organizational goals. The purpose of transformational leadership is to strive hard for mission accomplishment with motivation, enthusiasm, creativity, risk bearing, confidence, and trust (Bass and Avolio, 1993).

Inspirational motivation captures the extent to which leaders articulate an attractive vision for the future and energize followers to take on challenging assignments and reach ambitious goals; and encouraging followers to pursue the organization's goals and values rather than their own and to uphold high standards of performance. The leader communicates the vision clearly to the employees and motivates them to make future forecasts optimistically (Piccolo and Colquitt, cited in Bottomley et al, 2016). By doing this, the morale of employees goes high and they feel more confident, focused and determined while doing their assignments. *Intellectual* stimulation is the component in which leaders encourage followers to challenge previously held assumptions and beliefs. In doing so, it is anticipated that followers will become more creative in their approach to work, taking risks where necessary as they endeavor to solve organizational problems in order to meet its goals (Ibid). It focuses on new ways of solving problems and develops the interests of employees to think critically about problems and find new ways to make a positive change (Bass and Riggio, 2006).

Finally, *individualized* consideration is the transformational component of leadership in which leaders take a personal interest in their followers' individual needs and listen to their concerns. Here leaders act as mentors and coaches, helping followers achieve their aspirations in line with the organization's mission. A leader does not only implement his techniques but also listens to its employees on an individual basis and motivates them to contribute independently and confidently without any hesitation (Judge and Piccolo, 2004). Taken together, these four components suggest that transformational leaders inspire followers to exceed their work expectations by setting demanding goals and acting as role models. By giving each employee

personalized attention and assistance, they help followers align their values with those of the organization and thus serve a higher collective purpose (Bottomley et al, 2016).

Over the past decade, accumulating research has indicated that transformational leadership is related to various important outcomes, such as job satisfaction, organizational commitment, willingness to put in extra effort on the job, task performance, and citizenship behavior (Dola, 2015; Caillier, 2015). Transformational leaders offer inspirational motivation by articulating a clear, stimulating vision; generate new learning opportunities and encourage innovation.

2.2.2 Affective Organizational Commitment

Organizational commitment (OC) is a strong desire to remain member of an enterprise willingness to exert a high level of effort, and to accept the value, belief and goals of the organization to bring desired results (Avolio and Bass, 2004). It is also viewed as being essential for the development of human capital, the absence of which may result in high or unwanted turnover, adding to the cost of recruitment, selection, and training (Camilleri and van der Heijden, 2007). Dubrin (2004) contends that the more favourable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the organisation, as well as their willingness to exert more effort on behalf of the organisation. Committed employees are less likely to develop patterns of tardiness or to be chronically absent from work (Abasilim, et al., 2019).

Although there is no consensus as to the exact meaning of OC, it is commonly agreed that OC is considered to be a bond of the individual to the working organization (Camilleri, and Van Der Heijden, 2007). There are three types of commitment in organizations, namely, affective commitment, continuance commitment and normative commitment: That is, a desire (affective commitment), a need (continuance commitment), and an obligation (normative commitment) to maintain in the organization (Meyer and Allen, 1991).

Affective commitment is the feeling of desire to remain employed in an organization, employees are willing to stay in the organization and accept its objectives and values (Avolio and Bass, 2004). **Continuance commitment** involves a person's need to remain employed in the organization based on what it would cost that person to leave the organization (Meyer

and Herscovitch, 2001), whereas **normative commitment** is an employee's feeling of a moral responsibility to remain employed in the respective organization (Meyer and Herscovitch, 2001). However, from these three types of commitment, affective commitment is typically used in transformational leadership theories (Caillier, 2015); and there does not appear to be any evidence of a relation between motivation and continuance or normative OC (Eby et al., cited in Camilleri. and Van Der Heijden, 2007). Besides, affective commitment is more critical in public agencies and therefore has been used as a proxy for organizational commitment in government organizations (Kim, cited in Caillier, 2015), and thus this study focuses on affective commitment.

Affective Commitment is an individual's emotional attachment to the organization characterized by acceptance of the organization's culture and primary values and by willingness to remain with the enterprise (Allen, 2017; Park and Rainey, 2007). Affective commitment, which is a psychological attachment to, identification with, and participation in the organization, is used as a proxy for organizational commitment (Caillier, 2015), and individuals with high levels of affective commitment have a partisan, emotional attachment to the organization and remain with the organization (Keskes, Sallan, Simo, Fernandez, 2018; Kim, 2012) because they want to and are more critical in public agencies and therefore has been used as a proxy for organizational commitment in government organizations (Kim, 2012). Members with strong affective commitment to the organization have a high intention to stay with the organization because they want to (Allen, 2017). Unlike normative and continuance commitment, which target specific turnover-related behaviors, affective commitment is primarily an attitude held toward the organization, its values, and its mission, and underlies a general propensity to further the interests of the organization (Solinger, van Olffen, and Roe, 2008, cited in Im, Campbel and Jeong., 2016). Furthermore, affective attachment toward organizations may affect employees' public service motivation, organizational commitment, job satisfaction and perceived organizational performance (Qi and Wang, 2018). Among the three forms of commitment, affective commitment demonstrates the strongest positive correlation to desirable work behaviors (Meyeret , cited Allen, 2017). For the above reasons, affective commitment was the focus of this study.

2.2.3 Public Service Motivation

Public Service Motivation (PSM) has become an important topic in public personnel research since the early 1990s (Qi and Wang, 2018). It is understood as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry and Wise, 1990, p. 368), which is an intrinsic motive that induce individuals to serve their community, as well as the greater society (Caillier, 2015; Supriatna, Pradesa, and Priatna, 2019). PSM is fundamentally grounded in self-sacrifice (Kim, 2016). It refers to an individual’s orientation to delivering service to people with the purpose of doing good for others and society, which implies that individuals have a propensity to deliver public service in order to benefit others” (Perry and Hondeghem 2008). According to Perry (1996), the level and type of an individual's PSM and the motivational composition of a public service organization's workforce affect individual job choice, job performance, and organizational effectiveness.

PSM has become a basic important thing in employee’s self who work in a public sector organization (Supriatna, et al., 2019). PSM is considered as a multidimensional construct. According to Perry and Wise (1990), PSM has rational, norm-based, and affective motives. *Rational* motives are grounded in individual utility maximization, which include attraction to civil servants’ strong desire to participate in the policymaking process, commitment to a public program because of personal identification, and special or private interest advocacy. *Norm-based* motives relate to a desire to pursue the common good and further the public interest. Norm-based motives include a desire to serve the public interest, a sense of duty and loyalty to the government, and social equity. *Affective* motives are rooted in human emotion. Affective motives include patriotism of benevolence (compassion) and commitment to a program based on a genuine conviction about its social importance. People with high public service motivation (PSM) are more likely than others to choose government jobs, to perform better on the job, and to respond more to non-utilitarian incentives once in government (Alonso and Lewis, 2001; Im, et al., 2016; Perry and Wise, 1990).

2.2.4 Organizational Performance

Improving the performance of government agencies is a central concern of public administration, but organizational performance is a difficult concept to define and measure. Organizational performance is a socially constructed phenomenon that is subjective, complex, and particularly hard to measure in the public sector (Brewer and Selden 2000). It is the result of work in quality and quantity that is achieved by someone in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, cited in Andriono and Nurkholis, 2018).

The concept of organizational performance comprise internal and external dimensions of efficiency, effectiveness, and fairness, and the variables that most affect organizational performance are efficacy, teamwork, building human capital, structure of task/work, protection of employees, concern for the public interest, and task motivation (Brewer and Selden 2000). It can also be understood as the employees' perceptions about the organization, its ability to meet the overall goal of public interests. The behaviors and perceptions of public employees regarding organizational performance can be understood through their voluntary contributions to the functioning of their organization (Andrew and León-Cázares, 2015).

There are also considerations when measuring the performance of public organizations, which can be objective and subjective. The objective measures of organizational performance are often linked to indicators such as effectiveness, efficiency, inputs/outputs, and impacts, while the subjective measures are related to employees or citizens' attitudes about service delivery such as satisfaction with the implementation of public organization activities (*ibid.*). The perceived organizational performance measure involves some important issues such as an agency's contribution to society, internal productivity and quality, utilization of employee expertise, and organizational treatment of employees and clients (Brewere and Seldon, 2000). In spite of measurement error and the potential for mono method bias, measures of perceived organizational performance correlate positively (with moderate to strong associations) with objective measures of organizational performance (*ibid.*).

2.3 Theoretical Framework and Hypothesis

2.3.1 The Link between Transformational Leadership and Organizational Performance

Performance is about employee's knowledge, skill and abilities to the assigned job, and characteristics of transformational leaders help in constructing better relationships with the followers, which influence the employees for better performance (Meaza, 2018). As Wright, et al. (2012, p206) note "leaders can pull the levers of public management and increase public employee motivation, performance, and commitment." Specifically, transformational leadership has often been referenced as one of the most powerful factors motivating purposeful action and high public employee performance (Bellé, 2013; Park and Rainey 2008; Trottier, Van Wart, and Wang, 2008; Wright, et al., 2012).

Leaders would be able to motivate the ability of the follower to work efficiently for organization, which eventually improves performance and there is a positive relationship between the transformational leadership and the performance of the organizations (Meaza, 2018). For example, in their study, Bass and Riggio (2006) suggested that transformational leaders are able to increase performance because of their ability to set challenging and clear goals; a position that has received empirical support.

Transformational leadership in public organization has been found to directly influence organizational performance. Since Bass (1985) hypothesized the transformational leadership - performance relationship, there have been several scholars have developed and tested theories which acknowledged the imperative of transformational leadership's for organizational performance improvements (Arif and Akram, 2018; Bass, et al., 2003; Bellé, 2013; Dola, 2015; Imran et al., 2012; Sandell, 2012). These studies indicated that transformation leadership has a direct, positive effect on the performance of the organization. Hence, the following hypothesis was suggested.

Hypothesis-1: Transformational leadership (TL) positively related to and effects on organizational performance (POP)

2.3.2 The Link between Transformational Leadership and Affective Organizational Commitment

The link between leadership styles and organizational commitment, as well the influence of leadership styles have been studied by many researchers in various theoretical contexts over the years. The relationship between commitment and leadership style has been reported in literatures. Several studies found a positive relationship between the two variables. Researchers such as Allen and Meyer (1990), Bass (1997), and Trottier, et al. (2008) recognize that leadership styles have a link and an impact on employee commitment. In Africa, a research conducted by Garg and Ramjee (2013) indicate that transformational leadership style had positive effects on organizational commitment. As Nyengane (2007), explained employee commitment reflects the quality of the leadership in the organization. To that end, it is logical to assume that leadership styles and behavior would have a significant relationship with the development of organizational commitment. Previous research studies have devoted a great deal of attention to the relationship between leadership styles and organizational commitment. They have shown that organizational commitment is greater for employees whose leaders encourage their participation in decision making (Ugboro, 2006).

The practice of suitable leadership styles can affect the employees' commitment which in turn leads to high-level productivity and even job satisfaction (Voon, et al., 2011). Particularly, research findings have consistently highlighted the positive influence of transformational leadership on organizational outcomes. Studies have indicated that there is a strong positive relationship between leadership and organizational commitment (Suleman, et.al, 2011, Meaza, 2018; Nyengane 2007). To increase employee's commitment, transformational leader should use encouraging ways and it is considered as the most positively influencer of employee commitment (Meaza, 2018). Nyengane (2007) showed that transformational leaders are able to influence employees' organizational commitment by promoting higher levels of intrinsic value associated with creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals.

In addition, most of the studies about the nexus between transformational leadership and employees' commitment have shown that there is a positive relationship between them irrespective of the work settings. (Abasilim, et al., 2019; Awan and Mahmood, 2009; Baek, Byers, and Vito, 2018; Meaza, 2018; Nyengane 2007). Specifically, Keskes, et al (2018) contend that styles of leadership based on vision and intellectual stimulation can be antecedents of affective commitment. Numerous studies have found a positive and significant relationship between transformational leadership and affective commitment (Allen, 2017; Keskes, et al., 2018; Bass and Riggio, 2006; Wiza and Hlanganipai, 2014), which propose that leadership can enhance the development of an emotional attachment to the organization on followers. Accordingly, the second hypothesis is proposed:

Hypothesis-2: Transformational leadership (TL) positively associated with and impacts on affective organizational commitment (AOC).

2.3.3 Relationship between Transformational Leadership and Public Service Motivation

Public sector plays an important function in any country and is responsible for coordinating all the activities within the state and for the provision of all the essential services for the people of a country. Transformational leadership style requires close foresightedness on the part of leaders in order to identify and track the followers' needs, values and assess suitable motivational interest (Akeel and Subramaniam, 2013). Leaders can influence public service motivation through several mechanisms, including engaging employees' existing values, infusing jobs with meaning, and highlighting and rewarding public service values. While PSM often is used to describe individuals who are predisposed to respond to the motives found in public service, transformational leadership suggests ways in which the organization and its leaders actively can increase the perceived attractiveness or salience of the organization's purpose or social contribution (Wright, et al., 2012, p207). The inspirational motivation part of transformational leadership can help to illustrate institutional theory of PSM and relates it (Vandenabeele, 2014).

Bottomley, et al, (2016) postulate that by emphasizing collective rather than individual goals, transformational leadership theory encourages followers to transcend their own self-interests for the sake of the team, organization and larger polity.

Several works found that transformational leadership has positive effect on PMS (Afjahi, Dehghanan, Kashei, , Malmir, and Karbalaei, 2013; Bellé, 2013; Bronkhorst, Steijn, and Vermeeren, 2015; Caillier, 2015; Caillier, 2014; Risambessy, Swasto, Thoyib, and Astuti 2012; Wright, et al., 2012).

Hypothesis-3: Transformational leadership (TL) positively correlated with and effects on public service motivation (PSM).

2.3.4 Affective Organizational Commitment and Organizational Performance

The benefits of organisational commitment have been well documented in the present public management literature. Researchers have found that employees who are pleased with their supervisors/leaders, feel that they are being treated with respect and are valued by their management feel more attachment with their organizations (Wiza and Hlanganipal, 2014). Dubrin, (2004) contends that the more favourable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the organisation, as well as their willingness to exert more effort on behalf of the organisation. Specifically, affective commitment is more critical in public agencies and therefore has been used as a proxy for organizational commitment in government organizations (Kim, cited in Caillier, 2015).

According to Qi and Wang (2018), affective commitment may contribute to organizational performance in two ways. First, it supports employees to internalize organizational goals and values to a system of personal goals and values; and secondly, employee turnover can be reduced, which may save training costs and retain productive workers. Unlike normative and continuance commitment, which target specific turnover-related behaviors, affective commitment is primarily **an attitude held toward the organization, its values, and its mission, and underlies a general propensity to further the interests** of the organization (Solinger, van Olffen, and Roe, 2008, cited in Im, et al., 2016). A higher organizational commitment will promote employees' **willingness to work** hard for an organization (Angle and Perry, 1981

cited in Yeh and Hong, 2012, p50); and organizational commitment can improve employees' performance and raise organizational overall competitiveness.

Similarly, Peng, et al. (2020) posit that transformational leadership has effects on employees' affective organizational commitment in public organizations. Several previous works also have similar findings that postulate that affective commitment influences organizational performance (Ramanaidu, 2011; Yeh, and Hong, 2012; Camilleri. and Van Der Heijden, 2007; Donkor and Zhou, 2020; Khan, Hafeez, Rizvi, Hasnain, and Mariam, 2012). As Keskes, et al (2018) note “an employee with high affective commitment to the organization will be more likely to perform work beyond what is specified in the job description, developing a leader-member relationship based on contribution.” Affective attachment toward organizations may affect job satisfaction and perceived organizational performance (Qi and Wang, 2018). Thus, hypothesis four is proposed.

Hypothesis-4: Affective organizational commitment (AOC) positively associated with and impacts on perceived organizational performance (POP).

2.3.5 PSM and Organizational Performance

The PSM–performance relationship is considered to be the cornerstone of PSM theory, which interests both scholars and practitioners (Qi and Wang, 2018). Perry and Wise (1990) also hypothesized that public agencies with many high-PSM employees would depend less on utilitarian incentives. Similarly, Alonso and Lewis (2001) argued that the federal service rewards individuals competitively through promotions, cash awards, and other incentives; if extrinsic rewards have less impact on the motivation of high-PSM employees than low-PSM employees, a belief that such rewards hinge on merit should have less impact on the performance of high-PSM individuals.

According to Perry and Wise (1990), PSM is positively associated with organizational performance, In addition, Ritz, et al., (2016) note that PSM is positively associated with job satisfaction, public sector job choice, organizational and job commitment, individual and organizational performance, and low turnover. The positive relationship between public service motivation and organizational performance has been supported by a number of

scholars (Alonso and Lewis, 2001; Camilleri and Van Der Heijden, 2007; Charbonneau and Van Ryzin, 2017; Gould-Williams, Mostafa, and Bottomley, 2013; Kim, et al., 2015; Kumar, 2021; Qi and Wang, 2018; Ritz 2009; Supriatna, al., 2019). Specifically, Qi and Wang (2018) postulate that public service motivation has a direct and positive impact on organizational performance, which is consistent with previous research in different institutional and cultural contexts. Furthermore, Ritz, et al., (2016) also note that PSM is positively associated not only with job satisfaction, public sector job choice, organizational and job commitment, but also individual and organizational performance, and low turnover. Therefore the following hypothesis was proposed.

Hypothesis-5: PSM positively linked with and influences on perceived public organizational performance (POP)

2.3.6 PSM and Affective Organizational Commitment

Perry and Wise (1990) argue that individuals with high-levels of PSM tend to seek out employment in the public sector, a hypothesis which has been corroborated in the empirical literature (Im, et al., 2016; Vandenabeele, 2014). PSM is not only positively associated with individual and organizational performance but also with organizational commitment, (Ritz, et al., 2016). Even though the literature indicates that most studies show a positive relation between motivation and organizational; commitment (OC), the empirical evidence suggests that motivation is positively related to affective OC. However, there does not appear to be any evidence of a relation between motivation and continuance or normative OC (Eby et al., cited in Camilleri and van der Heijden, 2007).

Affective organizational commitment defined as an individual's identification with and involvement in their organization and characterized by an acceptance and affirmation of the organization's goals and values is intuitively linked to PSM in public sector organizations (Im et al., 2016). PSM leads to higher affective commitment mainly for two reasons (Qi and Wang, 2018). The first one is high PSM may lead employees to internalize the values and goals of their agencies and to develop identification with and emotional attachment to their agencies; and the second reason related to the literature on person-organization fit, since

public organizations better satisfy the needs of individuals with high PSM, these people are more likely to work for the government (Perry and Wise, 1990), and they may be more committed to their agencies (Qi and Wang 2018).

Moreover, if the equity and procedural justice motivation theories are taken into consideration, the results indicate a significant relation among equity perceptions, affective OC, and performance (ibid). A number of studies in public sectors have confirmed empirically the link between PSM and affective organizational commitment (Camilleri and van der Heijden, 2007; Montundu, Kamaluddin, Husin, 2020; Potipiroon, and Ford, 2017; Qi and Wang 2018; Sun, 2021; Wright et al., 2012). Based on strong precedence in the literature, this study also assumes a positive relationship between PSM and affective organizational commitment.

Hypothesis-6: PSM is positively associated with and impacts on affective organizational commitment (AOC).

2.3.7 PSM as Mediating the Relationship between Transformational Leadership and Organizational Performance

Transformational leaders inspire greater effort on the part of their followers by raising an awareness of organizational goals and values and articulating a vision of the future in such a way that employees can relate directly to these values and goals (Bass, 1985). In addition to having a direct impact on performance, transformational leadership's impact on performance may be moderated through PSM. Quoting Gillet et al, Khan et al (2020, p4) put, "Transformational leaders may help to ensure individual's inner motivation to perform a task efficiently which in turn increases their work performance. These leadership approaches are advantageous for both individual and organizational growth". From this it can be inferred that public service motivation (individual internal motivation) can serve as a mediating role in the relationship between transformational leadership and performance.

A study conducted by Caillier (2015) on transformational leadership further provided supporting evidence that it had a positive effect on PSM which in turn increased organizational commitment. Bellé, (2013) content that transformational leadership may

represent a superior fit for a workforce in public organization with high levels of PSM because their employees tend to be motivated by a greater desire to serve others than private sector workers exhibit. Moreover, Khan et al. (2020) postulate that intrinsic motivation is one of the main mechanisms by which transformational leaders influence employees' job performance. Based on these, this study proposes the following hypothesis:

Hypothesis-7: PSM mediates the positive relationship between transformational leadership (TL) and perceived organizational performance (POP).

2.3.8 Affective Organizational Commitment as Mediating the Relationship between Transformational leadership and Organizational performance

Transformational leaders inspire employees to rise above their own self-interests for the sake of the agency (Bass, 1985). The outcome is that employees become more involved in their jobs, causing their commitment levels to increase (Walumbwa et al., 2004; Wright and Pandey, 2009, cited in Caillier, 2015, pp462-63), which can in turn enhance performance. Some also posit that leadership style effects on employee performance may depend on their organisational commitment (Kumasey, et al., 2017; Peng, et al., 2020). The presumption is that committed employees are more likely to work harder and engage in extra-role behaviors (Ricketta, 2002, cited in Qi and Wang (2018) and increase performance.

According to Peng, et al., (2020), transformational leaders shape employees' affective commitment as well as the mechanisms that can strengthen or weaken such leadership influence. Transformational leaders clarify and champion organizational values, thereby allowing followers to embrace and internalize them and strengthen their affective bond with the organization (Im, et al., 2016).

Moreover, Yeh and Hong (2012) found that organizational commitment partially mediates the relationship between leadership style and job performance. Chi, Tsai and Chang (2007) also reported that organizational commitment fully mediates the relationship between leadership style and performance. Similarly, Chen (2004) concluded that the organizational commitment will mediate the relationship between transformational leadership behaviors and job performance in supportive and bureaucratic culture. Furthermore, Yiing, et

al. (2009) suggested that leadership style would affect organizational commitment and, in turns, organizational commitment will influence job performance and mediate the relationship between leadership style and job performance. Hence, the following hypothesis was constructed.

Hypothesis-8: Affective Organizational commitment mediates the positive relationship between transformational leadership and perceived organizational performance (POP).

2.4 Conceptual Model

Transformational leadership inspires employees to demonstrate and become committed. Employees' affective organizational commitment is effective when the leaders' practice a transformational leadership and when it brings the actual results in the organization. Therefore, the leaders/supervisors are assumed to use, practice or follow transformational leadership, in order to enhance employees' affective organizational commitment and in order to reach organizational goals, which is reflected in both direct and indirect effects. Hence, in this study the independent variable is transformational leadership (TL) and the dependent variable is perceived organizational Performance (POP). As shown in the conceptual framework in Figure 2-1, there are also two mediating variables, namely public service motivation (PSM) and affective organizational commitment (AOC). The conceptual framework is based on a mediating model that hypothesizes the independent variable causes the mediating variable, which in turn causes the dependent variable (Pearl, cited in Ramanaidu, 2011), keeping other things constant.

As depicted in Figure 2-1, H1 transformational leadership style is positively associated with organizational performance (Qi and Wang, 2018). As Bass (1985) and Bottomley et al (2016) postulate transformational leadership encourages followers to focus on a common goal or mission, generates intrinsic motivation and inspires them to 'go the extra mile'; and results in positive outcome on organization performance. Secondly, H2 transformational leadership is positively related to affective organizational commitment. The relationships between the two have been studied by many researchers in various theoretical contexts over the years

(Abasilim, et al, 2019; Ahmed, 2016; Allen and Meyer, 1990; Bass *et al.*, 2003; Garg and Ramjee, 2013; Meyer *et al.*, 2004; Trottier et al., 2008). Hence, this study presumes that there is a positive relationship between transformational leadership style and employees’ affective commitment irrespective of the work settings. Thirdly, in addition to its positive association with organizational performance and affective commitment, transformational leadership is positively associated with PSM as shown in H3 which is supported by prior studies such as Wright, et al. (2012).

Figure 2-1: Conceptual Model on the relations between Transformational Leadership, PSM, Affective Organizational Commitment, and Organizational Performance

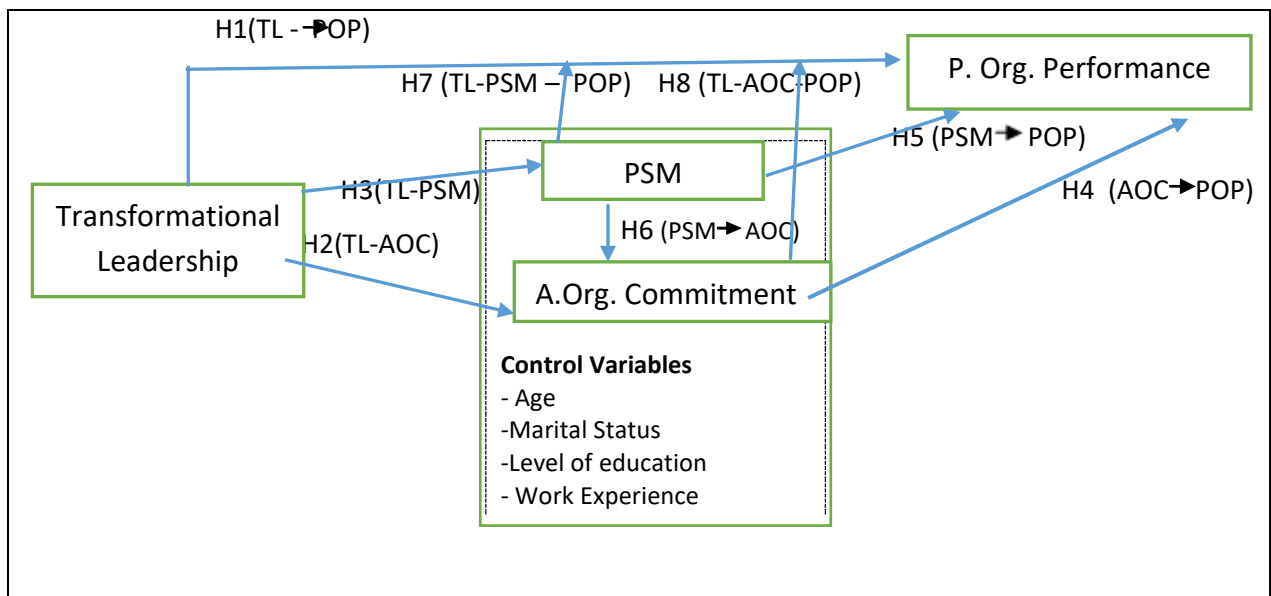


Figure 2-1: Conceptual Model of Association, Own design, 2021

Fourth, affective organisational commitment (AOC) may lead to performance of an employee (Yeh and Hong (2012:50) but also assumed to enhance perceived organizational performance which is reflected in H4. Fifth, PSM is a positively related to performance (Alonso and Lewis, 2001; Andriono and Nurkholis, 2018; Perry and Wise, 1990; Ritz, et al., 2016). Based on these theoretical and empirical evidences, this study assumes that PSM is positively linked to perceived organizational performance as shown in line H5 in the Figure. H6 shows the positive relationship between PSM and organizational commitment which is also supported by some studies such as Ritz, et al. (2016).

Lastly, PSM as well as organizational commitment may mediate the relationship between Transformational leadership and performance as indicated in the Figure as H7 and H8, respectively. For example, Kumasey, et al. (2017) and Peng, et al. (2020) posit that leadership style influences on performance may depend on their organisational commitment. The reverse relationship might be true but this research tested the above hypothesis as evidenced by previous works.

Besides, personal characteristics like age, marital status, tenure, gender, work experience, and level of education may affect employees' public service motivation, organizational commitment, and perceived organizational performance (Qi and Wang, 2018). For example, some reported that organizational commitment is positively related to age and tenure; and women and married employees report higher OC scores (Camilleri, et al, 2007). The findings reported by (Meyer and Parfyonova, 2010) indicated that married people were more committed to their organization than unmarried people. Similarly, Im, et al, (.2016) reported that tenure and age were positively related to commitment. However, some like Ritz (2009) reported that gender, age and tenure do not show any significant effects. With respect to public service motivation, Vandenabeele, (2014) reported that like younger respondents, women display lower levels of PSM. PSM appears to be positively related to education, age, and organizational tenure, with women having slightly higher PSM (Naff and Crum, cited in Bellè and Cantarelli, 2010). Hence, this study controls the effect of age, marital status, tenure, gender, work experience and level of education assuming that affect organizational commitment and PSM.

To recap, from the relevant literature reviewed, most of the research findings on the relationship between transformational leadership, organizational commitment, public service motivation and organizational performance showed an indulgence to the connection between them. This study attempted to test these relationships using data from a survey of Public Service Employees Transport Service Enterprise in Addis Ababa, Ethiopia. The following chapter presents the methodology used to examine the relationship.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology used to carry out this study. The description of the study area, research design and approach, operationalization and measurement of variables, research type, sources of data, population and methods of data collection as well as the methods of data analysis, the reliability and validity of tools used and ethical consideration are discussed.

3.2 Description of the Study Area

Ethiopian Public Service Employee's Transport Service Enterprise (PSETSE) is a public enterprise established by Council of Ministers Regulation No. 298/2013, with the authorized capital of Birr 1,000,000,000 (one billion Birr) of which Birr 500,000,000 (five hundred million Birr) was paid up in cash and in kind, was to be merged with Walia Intercity Bus Services Enterprise to commence providing transportation services for government employees. Its general objective is to provide a transport service to public service employees during office opening and closing hours, provide transport service to other users outside of office opening and closing hours, and engage in other activities related to its objective (Regulation No. 298, 2013, Article 6).

PESTSE has the vision of being as efficient, dependable, safe, comfortable and profitable transport delivering organization by the year 2029/30 (2022 E.C.), with a mission of providing transportation services for the federal government employees working in Addis Ababa and the Addis Ababa city administration offices at office opening and closing hour and also for the general public during non-working hour, public holidays and weekends at a reasonable price; and thereby reduce expense and maximize profit as per the objective of the organization during establishment.

Started with 55 buses to alleviate the transport problem of public servants, currently the Enterprise has 460 buses and serves more than 100,000 federal government institutions and Addis Ababa City Administration employees. The Enterprise plans to increase its number of buses to 610 by 2030 and is currently in its pilot stage to launch an e-card system.

In 2020, competition among federal agencies concerning the quality of government service was organized by the Ethiopian Quality Awards Organization in collaboration with the FDRE Civil Service Commission. In the competition, 10 Federal government service institutions participated. Among the ten public service organizations, the Public Service Employees Transport Service Enterprise was awarded the highest appreciation certificate for it has found to provide a better quality service, and scored 87%.

Three of the institutions, namely, the Minister of Innovation and Technology, St. Peter TB Specialized Hospital, St. Paulos Millennium Medical College were awarded a higher distinction certificate; the three organizations, the Ethiopian Commodity Exchange (ECX) Authority, Attorney General, Ministry of Revenue and Revenue Commission were awarded distinction certificate; whereas the Ministry of Water, Irrigation and Energy was given a certificate of participation. The performance of one unnamed federal institution was found to be low.

More recently another competition was held at the national level in 2021, organized by EQAO. In this competition, both private and public institutions participated. The first and second level quality service prize won by private organizations, namely, Coca-Cola PLC and Adama Steel Factory respectively. PSETSE was awarded a certificate of the third level prize of the Ethiopian Quality Awards for its quality service. This implies that, among government institutions, PSETSE is regarded as the best provider of quality service.

3.3 Research Design and Approach

Since, the purpose of the research is to examine the relationships between transformational leadership, affective organizational commitment, public service motivation and organizational performance, correlation and survey quantitative methods were used to test the four variables. This study used both descriptive and causal research designs. The study is

designed as cross-sectional which relied on collecting data that present a population at a single point in time. A cross-sectional design involves the collection of quantitative data on at least two variables at one point in time and from a number of cases whereby and these data are used to look for patterns of association or relationships either in the group as a whole or in subgroups sharing characteristics or attributes (Lewis, 2005).

3.3.1 Independent, Mediating and Dependent Variables of the Study

Since the purpose of the study was to examine the relations between of transformational leadership, affective organizational commitment, public service motivation, and organizational performance, the independent variable was transformational leadership and the dependent variable was organizational performance. The mediating variables were both affective organizational commitment and public service motivation as depicted in the conceptual model shown below.

Table 3-1: Independent, Mediating and Dependent variables of the Study

| Independent variable | Mediating Variables | Dependent Variable |
|-----------------------------|-------------------------------------|--------------------------------------|
| Transformational Leadership | Affective Organizational Commitment | Perceived Organizational performance |
| | Public Service Motivation | |

3.4 Operationalization and Measurements of Variables

Measurements used in this study were drawn from scales established in the existing literature. The research measured four main variables (transformational leadership, affective commitment, public service motivation, and organizational performance). Each construct has different dimensions. For example, transformational leadership has four dimension, namely, idealized influence; inspirational motivation; intellectual stimulation; and individualized. Instead of several subdomains, a uni-dimensional factor construct is attempted for each construct as discussed below. There are a total of 27 items in these constructs, and each measured on a 5 point Likert-type scales ranging from 1 to 5, where 1 indicated strong

disagreement and 5 indicated strong agreement. The items for each variable are indicated in questionnaire items under Appendix 1. Transformational leadership (TL) has 7 items, public service motivation (PSM) has 5 items, affective organizational commitment (AOC) has 3 items and perceived organizational performance (POP) has 12 items. First brief operational definitions of the four constructs are provided.

Transformational Leadership

Transformational leadership can be understood in various ways. For example, Bass and Avolio (1993) define transformational leader is the one who can inspire his or her followers to surpass the original performance expectations by enforcing, communicating and leading them to carry out organizational objectives spontaneously. According to Avolio, Walumbwa, and Weber (2009), transformational leadership is based on charismatic behavior of leaders through which leaders act to motivate followers to change attitudes and values so as to achieve the organization's goals.

For this study transformational leader refers to the one who communicates a clear and positive vision, treats staff as individuals, supports and encourages staff development, gives encouragement and recognition to staff, cultivates trust, involvement and cooperation among team members, encourages thinking about problems in new ways and questions assumptions, clear about his or her values and practices what he or she preaches; and inculcates pride and respect in others and inspires staff by being highly competent.

Transformational leadership was measured using multi-item scale developed by Carless, Wearing, and Mann (2000), and used by Caillier (2015). Multi- Factor Leadership Questionnaire (MLQ) is common scale in measuring four facets of transformation leadership, namely idealized influence and inspirational motivation, individualized consideration and intellectual stimulation. However, similar to the MLQ, transformational leadership is best depicted as one variable (Wright and Pandey, 2010, cited in Caillier, 2015). This study adopts seven-item scale such as “My supervisor communicates a clear and positive vision of the future”; “My supervisor gives encouragement and recognition to staff”; “My supervisor encourages thinking about problems in new ways and questions assumptions”; and “My

supervisor instills/inculcates pride and respect in others and inspires me by being highly competent', used by Caillier (2015). These can be a common scale for transformational leadership because it contains fewer items, making it easier for respondents to complete the survey. The construct was found to be uni-dimensional and acceptably consistent, with an alpha coefficient of 0.853.

Affective Organizational Commitment

Somewhat similar definitions of affective organizational commitment are provided by scholars. Avolio and Bass (2004) understand affective commitment as the feeling of desire to remain employed in organization where employees are willing to stay in the organization and accept its objectives and values. Park and Rainey (2007), on the other hand, define affective commitment is an individual's emotional attachment to the organization characterized by acceptance of the organization's culture and primary values and by willingness to remain with the enterprise. For this study, affective organizational commitment is defined as employee's strong sense of belonging to his/her organization, having a feeling of a great deal of personal meaning and considering the organization as part of the family.

Affective commitment (a psychological attachment to, identification with, and participation in the organization) is used as a proxy for organizational commitment (Caillier, 2015). Affective organizational commitment measures the extent to which the values embodied by the organization and its activities are similar to those held by the employee, and how passionately employees feel about their work at the organization (Im et al, 2018). As the underlying theory of this study focuses on the affective and cognitive responses of employees to various organizational phenomena, the study focus exclusively on this dimension of organizational commitment.

Thus, affective organizational commitment was measured using three items such as "I feel a strong sense of belonging to my organization"; "My organization has a great deal of personal meaning for me"; and "I feel like part of the family at this organization". The three items mainly assessed the sense of belonging and affective attachment toward organizations, and

they may also affect employees' public service motivation, organizational commitment, job satisfaction and perceived organizational performance (Qi and Wang, 2018).

For each of the items, the responses were coded using a 5-point Likert scale that ranged from 1 strongly disagree to 5 strongly agree. Thus, higher scores on the scales indicated that respondents are more emotionally attached to or involved in their organization. This affective commitment scale measurement was taken from Meyer et al.'s (1993) and used by Caillier (2015) and Qi and Wang (2018). Cronbach's alpha for the scale was 0.831 and acceptable.

Public Service Motivation (PSM)

Perry (1996) considers PSM as multidimensional which consists of numerous motives, among which include attraction to civil servants' strong desire to participate in the formulation of public policy policymaking; strong commitment to serve in the public interest; employee's strong desire for patriotism and benevolence (compassion); and strong desire to act for causes that protect, advocate, and work for the good of the public regardless of personal consequences.

This study adopts Perry and Hondeghem's (2008) definition, Hence, PSM is understood as an individual's orientation to delivering service to people with the purpose of doing good for others and society, which implies that individuals have a propensity to deliver public service in order to benefit others".

Accordingly, PSM was measured using a popular five item questions in order to capture four dimensions: social justice, commitment to public interest, compassion, and self-sacrifice, adopted from Perry (1996) that have been previously used (Alonso and Lewis 2001; Wright, et al., 2012; Caillier, 2015; Qi and Wang 2018), which are validated as a global measure of PSM (Wright, et al, 2012). Although instruments with 28 questions have been developed and validated by Perry (1996), they are often too long to be used due to space limits of questionnaires (Qi and Wang, 2018). Since this scale is much shorter than the original, it has the same advantage as the modified version of transformational leadership (Caillier, 2015: 461).

Hence, PSM was measured using a modified version of Perry's (1996) original 24 item scale, using five items such as "Meaningful public service is important to me"; "Making a difference in society means more to me than personal achievements"; and "I am prepared to make sacrifices for the good of society". Researchers generally use this shorter scale because it contains the normative and affective motives most consistent with public service values (Caillier, 2015: 461). The scale was also found to have an acceptable level of internal consistency with an alpha coefficient of 0.853.

Public Organizational Performance (POP)

The concept of organizational performance comprise internal and external dimensions of efficiency, effectiveness, and fairness, and the variables that most affect organizational performance are efficacy, teamwork, building human capital, structure of task/work, protection of employees, concern for the public interest, and task motivation (Brewer and Selden 2000). This study adopts this definition emphasis on objective and measures of organizational performance such as effectiveness, efficiency, and satisfaction with the implementation of public organization activities.

Hence, perceived organizational performance was measured by twelve items scale which is related to productivity, service quality, goal achievement, customer satisfaction, commitment to cost reduction, prompt customer handling, and minimal mistake in conducting work.

Accordingly, the perception of employees regarding the public organizational performance (POP) was measured based on items, developed by Brewer and Selden (2000), used and modified by Im, et al (2016); Qi and Wang (2016). The alpha level for the scale was 0.932, which indicates that the presence of high internal consistency.

3.5 Control Variables (Demographic Factors)

This study controlled for the effects of gender, age, marital status, educational background and work experience in the structural equation modeling. As previous research has suggested (Brewer and Selden, 2000), these individual-level variables may also affect employees'

public service motivation, organizational commitment, job satisfaction and perceived organizational performance.

According to Camilari et al, (2016), age has a negative effect on organizational commitment and PSM whereas education level has a positive effect on these variables. Similarly, Naff and Crum, cited in Bellè and Cantarelli (2010) reported that PSM appears to be positively related to education, age, and organizational tenure. Vandenabeele, (2014), on the other hand, reported that like younger respondents, women display lower levels of PSM. Furthermore, Camilleri et al, (2007) noted that organizational commitment is positively related to age, organizational and tenure. and women and married employees report higher organizational commitment scores whereas Im, et al, (2016) reported that tenure and age were positively related to commitment. However, some like Ritz (2009) reported that gender, age and tenure do not show any significant effects. Thus, in examining the relationships between the constructs, this study controls the effect of age, marital status, tenure, gender, work experience and level of education assuming that affect organizational commitment and public service motivation.

3.6 Population and Sampling

PSETSE has about 1,120 employees. However, most of them are drivers (461), cleaners, guards, etc. who did not assume management position and did not hold any diploma or degree. Out of the population, only 112 who were top management, middle management and support staff that forms the lower management who hold diploma and above. Hence, for the purpose of this research only those who exercised at least lower level of management and hold at least Diploma were selected by using purposive sampling techniques. These employees were selected for the reason that they have relatively potential and opportunities for understanding and/or practices leadership; and the relationship between transformational leadership, public service motivation, affective organizational commitment and organizational performance.

Since the purpose of the study was to examine the relations between the four constructs, the targeted populations for this study were professionals or semi-professionals. So that, the

study excluded drivers, the household staff members such as cleaners and guards. Therefore, the study considered the entire target population, 112. So a random sample was not drawn from the target population (Clark and Creswell, 2015). comprises of individuals from change management and good governance Directorate, plan business development directorate, transport operation directorate, warehouse section, maintenance and engineering directorate, internal audit department, legal service department, gender and social affairs bureau, corporate finance directorate, IT directorate procurement department, human resource management directorate, anti-corruption office, communication affairs directorate, credit association, and logistic and supply directorate of the Enterprise.

3.7 Source of Data

The primary data was collected from the Public Service Transport Service Enterprise top management, middle management and support staff that forms the lower management who hold diploma and above through questionnaires. This enabled the researcher to gather first-hand information about the relationships between transformational leadership and organizational commitment, transformational leadership and PSM, PSM and organizational performance, transformational leadership and organizational performance, PSM and organizational commitment, organizational commitment and organizational performance, transformational leadership and performance mediated by PSM, and affective organizational commitment at PSETSE.

3.8 Procedures and Methods of Data Collection

Transformational leadership, affective organizational commitment, public service motivation, and perceived organizational performance Questionnaire were prepared to distribute for civil servants at Pubic Service Employees Transport Service Enterprise in order to gather quantitative data. A pilot study was conducted to test the validity and reliability of the research instrument. The pilot test was conducted with 15 individuals. They were requested to answer the questionnaire, as well as to **provide any comments and feedback, marking spelling errors, grammatical clarity, vague sentences, and any related suggestions to improve and enhance the quality of an instrument.** Based on the feedback correction was made. The

face validity of the research instrument was also improved by collecting comments from instructors of Public Administration and Development Management of Addis Ababa University and changed unclear and ambiguous questions.

After getting permission and did pilot survey, a discussion with the Human Resource Head took place on how to distribute and collect the data. A brief orientation was given for respondents on how to complete the questionnaire for investigation.

Data were collected through a self-administration survey research platform. The research distributed the questionnaire to employees of the Enterprise requesting them to participate in this study from August 9 to 13, 2021. Participants were given an informed consent based on a statement preceding the survey that described what the research is about, its objective, and who was undertaking it. Participants were informed that they could terminate their involvement at any time and for any reason. To increase responses, some strategies were employed. First, the researcher gave enough time (three days) to the employees to fill the questionnaire before collecting them. Second, maximum visibility of the researcher and notification were used. Third, voluntary anonymity preservation and not mentioning their names applied to achieve a maximal participation.

As stated above, questionnaires were distributed to a total of 112 participants. Out of these 101 reacted to the distributed questionnaire voluntarily. Eleven of them failed to react, from which two refused to respond, two employees were unavailable for various reasons, such as leave, family and health issues, four couldn't return the questionnaire and three respondents were excluded because of many non-random missing answers. Therefore, the respondent's rate for this study was 90.2%.

3.9 Method of Data Analysis

A total eight hypotheses were tested. Six of these hypotheses were designed to examine the direct relationship between transformational leadership, affective organizational commitment, public service motivation, and organizational performance. The rest two hypotheses were designed to test the indirect effect of the mediating variables (AOC and

PSM) between transformation leadership and organizational performance. The appropriate way to deal with multiple variables is Structural Equation Model (SEM).

Therefore, data were entered and analyzed using STATA 14 version and AMOS to support the use of Structural Equation Model. SEM was selected because it could test all direct relationships being tested, mediating effects and help to determine the degree of goodness of fit of the conceptual model. Both descriptive and inferential methods of data analysis were used for data analysis. Descriptive statistics such as frequency, percentage, mean, standard deviation, correlation, tables and bar graphs were employed. The descriptive analysis essentially was done to describe the sample value without interference the population parameter and to check for the meaning of the data provided using percentages and summaries. The inferential analysis was used to infer the relationships between transformational leadership and affective organizational commitment, transformational leadership and PSM, PSM and organizational performance, transformational leadership and organizational performance, PSM and affective organizational commitment, affective organizational commitment and organizational performance, as well as transformational leadership and performance mediated by PSM and affective organizational commitment. Inferential statistics were used in the study. Specifically multiple regressions were used to analyze how well one or more independent variables predict the value of dependent variable. Regression analysis is the most appropriate method for examining the relation between a set of independent variables and a single dependent variable. In brief, a Two-tailed Pearson's correlation and multiple regression analysis were used to assess the relationships as per the hypotheses of the study. Thereafter, SEM/regression analysis was used to test the hypotheses stated earlier in this study.

3.10 Validity and Reliability

Validity is the degree to which a measure accurately represents what it is supposed to. The scores from an instrument are accurate indicators of the variable being measured and enable the researcher to draw good interpretations (Clark and Creswell, 2015, p432). It is concerned with how well the concept is defined by the measure(s). Therefore this study tried to address validity through the review of literature and adapting instruments used in previous research

as well as by conducting pilot survey. On the other hand Reliability is concerned with the internal consistency of the items. Clark and Creswell (Ibid) define reliable as the scores from an instrument are stable and consistent which should be nearly the same when researchers administer the instrument multiple times to the same participants.

As the current study used multiple items in all variables, internal consistency analysis was carried out through Cronbach alpha reliability tests. As shown in Table 3-2, the overall Cronbach's alpha value was 0.94, which is very close to 1.00, and thereby having high reliability and considered as stable and consistent instrument, indicating the presence of excellent internal validity.

| Table 3-2: Reliability Statistics | | | | | |
|--|---|------------------------|--|-------------|---------------------------------|
| No | Variable Name | Cronbach's Alpha Value | Cronbach's Alpha based on standardized items | No of items | (α) reliability ranges |
| 1 | Transformational Leadership (TL) | 0.853 | 0.852 | 7 | Very good |
| 2 | Affective Organizational Commitment (AOC) | 0.831 | 0.831 | 3 | Very good |
| 3 | Public Service Motivation (PSM) | 0.853 | 0.852 | 5 | Very good |
| 4 | Public Organizational Performance (POP) | 0.932 | 0.932 | 12 | Very good |
| 5 | Overall | 0.938 | 0.936 | 27 | Excellent |

Source: Own Survey, 2021

N.B. The rules of thumb: “_ Within the Range of 0.9 to 1, Excellent; 8 to 9, V. Good; 7 to 8, Good; <7 –Unacceptable

The value of Cronbach's alpha test for transformational leadership equal 0.85, and is very good, indicating internal consistency. Cronbach's alpha coefficient for affective organizational commitment is 0.83 which is also very good. Cronbach's alpha coefficient for public service motivation is 0.85 which indicates internal consistency. Coefficient factor for POP equals 0.93; which is very close to 1.00 and thereby having high reliability and considered as stable and consistent instrument. In general, in this research the Cronbach's alpha for the data collected through questionnaire under each variable ranges from 0.83 to 0.94 which means the internal consistency of the data is acceptable.

3.11 Ethical Considerations

There are certain ethical protocols that were followed by the researcher. This study was conducted in conformity with the informed consent of participants. The researcher assured participants that their participation and responses would be confidential and personal identities would not be required and information collected was to be kept with strictest confidentiality and anonymity. Additionally, the researcher took appropriate measures to ensure the research did cause no physical or psychological harm to research participants. In this way a guarantee was given to the respondents that their names would not be revealed in the research study and that results from the study would be presented only in terms of overall findings and that information about specific participants would not be disclosed. In addition, the researcher undertook to appropriately cite all work that was not his own.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation, analysis and interpretation of the data collected. It describes the results gathered based on 101 questionnaires. As **only few reports on their position, hence it is not included in the analysis**. The discussion starts by presenting the sample response rate and continues by describing the demographic characteristics of sample respondents. The result of the correlation and regression analysis of the transformational leadership, affective organizational commitment, public service motivation and perceived organizational performance has been discussed. It reports on the findings and descriptive analysis of all the four constructs; Transformational Leadership (TL), public service motivation, Affective Organizational Commitment (AOC) and perceived organizational Performance (POP). On the other hand, it explains how the results were used to construct the structural model and later this model was used to test the eight hypotheses.

4.2 Response Rate

A total of 112 questionnaires were distributed to participants of the study to fill in. Out of these questionnaires, a total of 101 questionnaires were successfully completed and returned. Therefore, the response rate is 90.2%. As a result, this research has been analyzed based on the data obtained from the completed questionnaires.

4.3 Demographic Characteristics of Respondents

This section describes the demographic profiles of the respondents, which includes, sex, age, marital status, educational background and work experience. As most respondents did not fill their position, it is not included in the analysis. The characteristics of the 101 respondents who participated in this research were presented in the form of charts and tables and were described using frequency and percentage. The researcher believed that these characteristics of respondents would help to have an overall picture of the respondents of the study.

4.3.1 Characteristics of Respondents by Sex and Age

As depicted in Table 4.1 below, 43(43.3%) of the total respondents were male while (58)57% were female. Hence, this indicates that the number of female respondents is greater than that of the male respondents. With respect to age distribution of the respondents, only 2(2 %) of the respondents are less than 25 years old and 70 (69.3%) fell in the 25-34, 16 (15.8%) of them fell in 35-44 age range. 6(5.9) fell in 45-54 and 7 (26.9%) of them fell in 55-64 age range respectively. From the above data, it can be **inferred that the majority (69.3 %) of the respondents are between the ages of 25 and 34 years**, thus this means that the respondents are mostly young. However, the number of respondents below 25 years is low. There is no respondent whose age was above 65 year.

Table 4.1 Sex and Age of the respondents

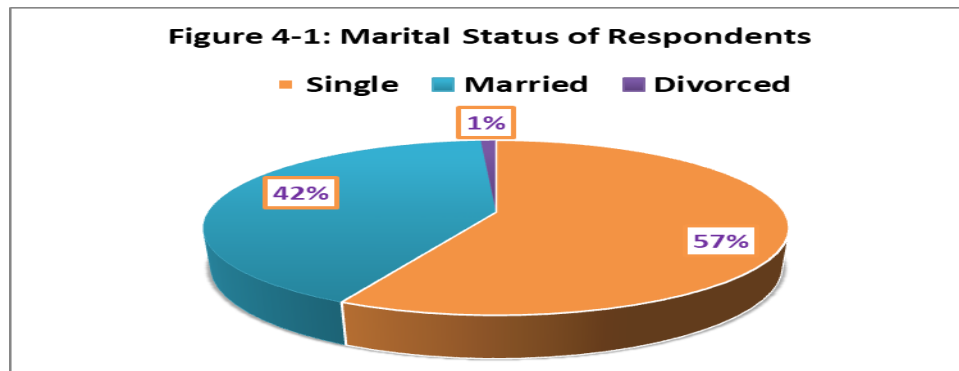
| No. | | Item | Frequency | Percent | Cumulative Percent |
|-----|-----|--------------|-----------|---------|--------------------|
| 1 | Sex | Male | 58 | 57.4 | 57.4 |
| | | Female | 43 | 42.6 | 100.0 |
| | | Total | 101 | 100.0 | |
| 2 | Age | Less than 25 | 2 | 2.0 | 2.0 |
| | | 25 - 34 | 70 | 69.3 | 71.3 |
| | | 35 - 44 | 16 | 15.8 | 87.1 |
| | | 45 - 54 | 6 | 5.9 | 93.1 |
| | | 55 - 64 | 7 | 6.9 | 100.0 |
| | | Total | 101 | 100.0 | |

Source: Own Survey Data, 2021

4.3.2 Marital Status

As shown below under Figure 4.1, with respect to marital status of the respondents, (41.6%) of the respondents are married, 58 (57.4%) are single and 1 (1%) of them is widowed. Thus, the data indicates that **most of the respondents are married**. According to Meyer and Parfyonova (2010) **married employees are more committed** to stay employed in their organization **more than unmarried people**. This is because they fear if they leave the

organization and they think they may have not get other work opportunities and as a result they and their family will be in problem.



Source: Survey Data, 2021

4.3.3 Characteristics of Respondents by Educational Background and Experience

Regarding the educational background of respondents, Table 4-2 below shows that 46 (45.5%) respondents had diploma, while 44(43.6%) and 11 (10.9%) of respondents had Bachelors' Degree and a Masters' Degree. Thus, the data shows that the numbers of Bachelors' Degree holders and diploma are relatively equal while master degree holders are small.

Regarding Thus, as shown below in Table 4-2 most of the employees, that is, 33 (32.7%) have work experience from 4-6 years and followed by 23 (22.8%) of the respondents had work experience from 1-3 years' range and 22 (21.8%) of them had work experience from 7-9 years' range respectively. 13(12.9) of the respondents had work experience from 10-12 years. Few of the respondents have work experience of 13 and above. While 4(4%) of them had work experience from 13-15 years, 6(5.9%) of the respondents have work experience for more than 15 above years.

4-2-: Educational Background and Work experience of respondents

| No. | | Item | Frequency | Percent | Cumulative Percent |
|-----|------------|----------------|-----------|---------|--------------------|
| 1 | Education | Diploma | 46 | 45.5 | 45.5 |
| | | 1st degree | 44 | 43.6 | 89.1 |
| | | Masters | 11 | 10.9 | 100.0 |
| | | Total | 101 | 100.0 | |
| 2 | Experience | 1-3 years | 23 | 22.8 | 22.8 |
| | | 4 - 6 years | 33 | 32.7 | 55.4 |
| | | 7 -9 years | 22 | 21.8 | 77.2 |
| | | 10 - 12 years | 13 | 12.9 | 90.1 |
| | | 13 - 15 years | 4 | 4.0 | 94.1 |
| | | Above 15 years | 6 | 5.9 | 100.0 |
| | | Total | 101 | 100.0 | |

Source: Survey Data, 2021

4.4 The Tested Model – Descriptive statistics

The researcher has employed descriptive statistics such as mean and standard deviation, two tailed Pearson correlation analysis to investigate the relationship between the variables. Transformational leadership, public service motivation, affective organizational commitment and perceived organizational performance are the four variables in the tested model. Transformational leadership is the independent variable, public service motivation and affective organizational commitment are mediating variables and perceived organizational performance is the dependent variable.

4.4.1 Correlation Analysis

The study used a **two tailed Person's correlation coefficient**, using STATA 14 to examine the relationship between each of the above independent variable, mediating variable and dependent variable. For simplicity, **the correction coefficients for the four main constructs are as shown in Table 4-3 below** (for all correlation coefficient including control variables see Appendix 3). The extent of relationship between variables is evaluated based on the

description by Barnes and Lewin (2005). Accordingly, if correlation coefficient (r) is less than 0.33 ($r < 0.33$), the strength of relationship would be weak; if (r) between 0.34 and 0.66, there would be medium relationship and if correlation coefficient (r) lies between 0.67 and 0.99 there would have a strong relationship.

As depicted in the Table, the correlation coefficients indicate that none of the combinations of independent variables were correlated above .641, but all main variables are positively associated.

The information in Table 4-3 shows that there is a positive, significant and medium relationship between transformational leadership and perceived organization performance. The Pearson correlation coefficient (r) between the two variables is 0.504; r lies between 0.34 and 0.66, so the strength was medium. This implies that at 0.001 confidence level, transformational leadership has positive, medium and significant relations with perceived organizational performance at the Public Service Employees’ Transport Service Enterprise.

| Correlations Table 4-3: Correlations between Transformational Leadership, Affective Organizational Commitment and Perceived Organizational Performance | | | | | |
|--|---------------------|--------|--------|--------|--------|
| | | POP | TL | AOC | PSM |
| POP | Pearson Correlation | 1 | .504** | .641** | .597** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 101 | 101 | 101 | 101 |
| TL | Pearson Correlation | .504** | 1 | .338** | .196* |
| | Sig. (2-tailed) | .000 | | .001 | .050 |
| | N | 101 | 101 | 101 | 101 |
| AOC | Pearson Correlation | .641** | .338** | 1 | .400** |
| | Sig. (2-tailed) | .000 | .001 | | .000 |
| | N | 101 | 101 | 101 | 101 |
| PSM | Pearson Correlation | .597** | .196* | .400** | 1 |
| | Sig. (2-tailed) | .000 | .050 | .000 | |
| | N | 101 | 101 | 101 | 101 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | |

Source: Own survey, 2021

Similarly, transformational leadership has a significantly medium positive relationship with affective organizational commitment. ($r=0.338$, $p<.001$). The Pearson correlation coefficient (r) between the two variable is 0.338 ($=0.34$); r lies between 0.34 and 0.66, so the strength is medium. This implies that at 0.001 confidence level, transformational leadership has positive, medium and significant relations at the level of 5 percent with affective organizational commitment in PSETSE.

However, transformational leadership appears to have weak relation with public service motivation (PSM). The Pearson correlation coefficient (r) was 0.196; is less than 0.33 ($r<0.33$), so the strength of the relationship is weak, but implies that at 0.05 confidence level there is a positive and significant relations between transformational leadership and PSM at PSETSE.

Meanwhile, public service motivation is significantly correlated with both affective organizational commitment ($r=0.400$, $p<.001$) and perceived organizational performance ($r=0.597$, $p<.001$). The Pearson correlation coefficient (r) between the two, PSM and AOC, on hand and PSM and POP on the other hand is 0.400 and 0.597 respectively which lies between 0.34 and 0.66, so the strength was medium.

Furthermore, the findings show that **affective organizational commitment has the highest correlation with perceived organizational performance** ($r=0.641$), **yet the association is medium**. The general observation is that these antecedents appear to have a significantly medium positive correlation with all main variables except PSM.

With respect to control variables, as shown in Appendix 3, there is no significant relation except gender with PMS ($r=-0.257$, $p<.01$) and educational background with TL ($r=-0.289$, $p<.01$). However, in both cases the relationship is negative and very weak.

4.4.2 Descriptive Statistics: Mean, Standard Deviation for TL, AOC, PSM, and POP

The four constructs of this study are transformational leadership, public service motivation, affective organizational commitment and perceived organizational performance. As depicted in Table 4-4 above, descriptive statistics for the Likert-type measures indicated that the mean

for TL, AOC, PSM, and POP were 3.61, 3.20, 3.86 and 3.48 with a standard deviation value 0.65, .89, .63 and .66 respectively. From this one can observe that transformational leadership at PSETSE with a mean score 3.61 was found to be at moderate level because the mean score ranges from 2.34 to 3.67, which has been fallen in the moderate level category (2.46-3.27) established by Zaidatol et.al. (2012). This implies that civil servants of PSETSE believe that their supervisors are charismatic, inspirational, motivational and stimulating towards achieving a high performance. Besides, the overall mean score for the Transformational leadership (3.61) is slightly higher than the suggested mean scores 3.0 by Bass and Avolio (1997) for the most effective transformational leaders, which suggests that most of the respondents perceived their leaders as one that has exhibited the “ideal” levels of transformational leadership behaviors.

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|--------|----------------|
| TL | 101 | 1.29 | 4.71 | 3.6096 | .64772 |
| AOC | 101 | 1.33 | 5.00 | 3.1980 | .89465 |
| PSM | 101 | 1.60 | 5.00 | 3.8614 | .62849 |
| POP | 101 | 1.08 | 4.62 | 3.4829 | .66325 |
| Valid N (listwise) | 101 | | | | |

Source: Own Survey, 2021

N.B: Interpretation of mean scores (1-2.33) low, (2.34-3.67) moderate, (3.68-5) high (Zaidatol et al., 2012)

The mean score of affective organizational commitment also falls under moderate which implies that employees in PSETSE are believed to have developed an emotional attachment to the organization and are willing to assist the organization in achieving its goals. PSM has the highest mean score (3.86), which indicates that employees perceive that employees at PSETSE are assumed to be a good fit for public organizations due to their commitment to service-orientated values (Im, et al., 2016). The mean score of POP (3.48) is moderate which may imply that employees believe that PSTSE has made good use of their knowledge and

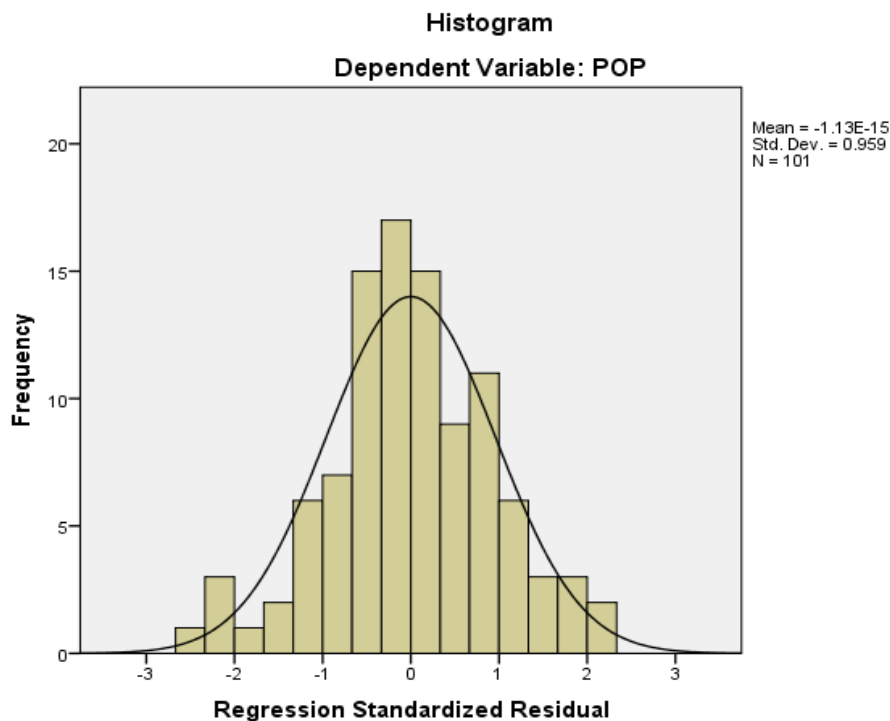
skills in looking for ways to become more efficient, is trying to reduce cost in managing organization, and has improved productivity over the past two years.

4.5 Normality Test

Before presenting the results of structural equation modeling (SEM), the study examined the fit between the model and the data which are discussed under this section and section 4.6.

Preliminary analyses were performed to ensure no violation of the assumptions of normality. The easiest way for a researcher to check on this is to look at a scatter diagram of the sample data; and if the data appear to conform normality assumptions, then the researcher has good reason to suspect that the population is not characterized by non-normality (Huck, 2012). Multiple linear regression analysis requires all variables to be normal. This assumption can best be checked with a histogram and a fitted normal curve ; and hence, the test on r can then be performed.

Figure 4-2: Normality Test



Source: Own Survey, 2021

Although there are some residuals that are relatively far away from the curve, many of the residuals are fairly close and the histogram is bell shaped which leads to the conclusion that the residual is normally distributed; so there is no violation of the assumption, which confirms that there are no significant data problems that violated multiple regression analysis. The same is true with regard to Homoscedasticity Test where the scatterplot of the data as shown in Appendix 2 suggests the assumption is tenable.

4.6 Regression Analysis between POP and PSM, TL and AOC.

As shown in Table 4-5, the overall regression model is summarized. The examination of the Table indicates that a positive correlation exists between all main variables. This warrants further investigation of the main effect and possible moderators which is presented in the next section.

**Table 4-5: Regression Analysis of Independent Variables with Dependent Variables
Model Summary**

| Model Summary ^b | | | | | |
|--|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .800 ^a | .639 | .608 | .41533 | 2.014 |
| a. Predictors: (Constant), TL, AOC, PSM, Age, Gender, Marital Status, Educational background, Experience | | | | | |
| b. Dependent Variable: POP | | | | | |

Source: Own Survey, 2021

The R square value (0.639) in Table 4-5 suggests that there is a strong relationship between transformational leadership, affective organizational commitment, public service motivation and perceived organizational performance at Public Service Transport Service Enterprise. The R-squared for the model was 0.64, proposes that the model could explain 64 percent of the total variance of the construct variables. In other words, transformational leadership, affective organizational commitment and public service motivation describe 64 % of perceived organizational performance. As pointed out earlier; there is a positive correlation between the four variables. The Durbin-Watson value in this analysis is 2.01, which falls within the range up to 2.5, showing that there is no auto-correction in the

residual. There are multiple correlations ($R = 0.80$) of three significant predictors with the criterion (dependent variable).

In general, from the model, the factors that influence or contribute to organizational performance are said to be transformational leadership, affective organizational commitment, public service motivation,

Table 4-6: Significance of Independent variables - ANOVA

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 28.119 | 8 | 3.515 | 20.376 | .000 ^b |
| | Residual | 15.870 | 92 | .173 | | |
| | Total | 43.990 | 100 | | | |
| a. Dependent Variable: POP | | | | | | |
| b. Predictors: (Constant), TL, PSM, Age, AOC, Gender, Marital Status, Educational background, Experience | | | | | | |

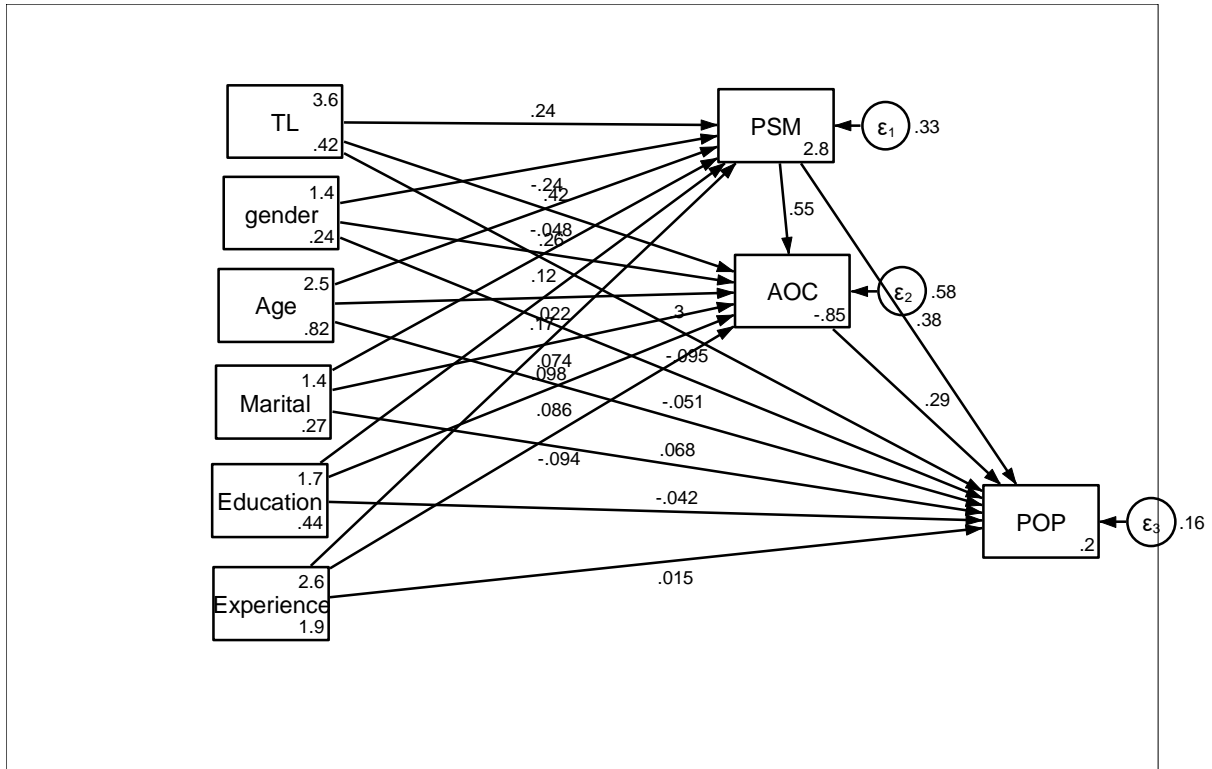
The research result of the ANOVA is presented in Table 4-6. The F-value is the Mean Square Regression (3.515) divided by the Mean Square Residual (0.173), yielding $F=20$. From the results, 8 models in this table are statistically significant (Sig=.000). Therefore, PSM, TL and AOC together with control variables are statistically significant at the $p < .001$ levels predictors of organizational performance (POP) at $F(892)=20.38$. So is it good fit model.

4.7 The Structural Model – Hypothesis Testing and Discussion

Structural equation modeling (SEM) was used to test the hypotheses. SEM is used to test whether a set of variables are related to each other in a specific causal way as suggested by a theoretical model (Clark and Creswell, 2015) such as the one shown in Figure 4-3. The model can be especially helpful for identifying mediating variables (Leedy and Ormrod, 2016) and for examining the effects of multiple mediating relationships in a single model (Baron and Kenny, cited in Caillier, 2015). The model examined a hypothesis that the four constructs as a single scale. This means, for example, that this model examined a hypothesis

that the transformational leadership as a unidimensional scale increases the organizational performance as a single scale.

Figure 4-3: Structured Model for the four constructs and Control Variables



The model at Figure 4-3 shows the conceptual model with standardized coefficients. The Figure together with Table 4-7 indicates the relationship and effects of antecedent variables on AOC, PSM, and POP research question or hypothesis:

4.7.1 Hypothesis-1: Transformational Leadership (TL) positively related to and effects on Perceived Organizational Performance (POP)

The examination of Table 4-7 shows that there is a significant positive relationship between Transformational leadership (TL) and organizational performance (POP) [p-value < 0.001, 95% confidence intervals (CI) = (0.156633, 0.4358656)]. Thus, H-1 is confirmed that transformational leadership does have a significant direct effect at p- value 0.001 on organizational performances because the confidence interval is entirely above zero 95 per

cent confidence interval [0.0664 to 0.2401]. As per the Table, the coefficient ($\beta = 0.296$) shows that transformational leadership affects perceived organizational performance at PSETSE because the significant value is below 0.001. The CF indicates that an increase in TL results in increase in POP, and accordingly it implies that 29.6% of change on civil servant's perception of organizational performance is explained by the variation in the transformational leadership at PSETSE. Thus, TL has an impact on POP at PSETSE.

Table 4-7: Regression Weights for Structural Model – Direct Effects

| | | OIM | | | | |
|------------|-----------|-----------|-------|-------|----------------------|----------|
| | Coef. | Std.Err. | Z | P>/Z/ | [95% Conf. Interval] | |
| Structural | | | | | | |
| PSM <- | | | | | | |
| TL | .2356027 | .0948477 | 2.48 | 0.013 | .0497046 | .4215007 |
| Gender | -.2371169 | .1253675 | -1.89 | 0.059 | -.4828327 | .008599 |
| Age | -.0483317 | .0763345 | -0.63 | 0.527 | -.1979445 | .1012811 |
| Marital | .1238502 | .1193465 | 1.04 | 0.299 | -.1100646 | .3577651 |
| Education | .1677055 | .0946628 | 1.77 | 0.076 | -.0178301 | .3532412 |
| Experience | .0975295 | .0496456 | 1.96 | 0.049 | .000226 | .194833 |
| AOC <- | | | | | | |
| PSM | .5470044 | .1332131 | 4.11 | 0.000 | .2859115 | .8080973 |
| TL | .4155807 | .130801 | 3.18 | 0.001 | .1592155 | .6719459 |
| Gender | .2612687 | .17078554 | 1.53 | 0.126 | -.0734645 | .596002 |
| Age | .0222831 | .1023973 | 0.22 | 0.828 | -.1784119 | .2229781 |
| Marital | .0742355 | .1606277 | 0.46 | 0.644 | -.240589 | .3890599 |
| Education | .086334 | .1286863 | 0.67 | 0.502 | -.1658864 | .3385544 |
| Experience | -.09434 | .677222 | -1.39 | 0.164 | -.227073 | .038393 |
| POP<- | | | | | | |
| PSM | .3837329 | .0747245 | 5.14 | 0.000 | .2372756 | .5301902 |
| AOC | .2900386 | .0516691 | 5.16 | 0.000 | .188769 | .3913081 |
| TL | .2962493 | .0712341 | 4.16 | 0.000 | .156633 | .4358656 |
| Gender | -.0950599 | .0897049 | -1.06 | 0.289 | -.2708783 | .0807585 |
| Age | -.0507514 | .0531841 | -0.95 | 0.340 | -.1549903 | .0534874 |
| Marital | .0679181 | .0834969 | 0.81 | 0.416 | -.0957329 | .231569 |
| Education | -.0424751 | .669713 | -0.63 | 0.526 | -.1737365 | .0887863 |
| Experience | .0150989 | .0355022 | 0.43 | 0.671 | -.054484 | .0846819 |

The result is in line with the literature that indicated transformational leadership has often been referenced as one of the most powerful factors motivating purposeful action and high public employee performance (Bellé, 2013; Park and Rainey 2008; Trottier, et al. 2008;

Wright, et al., 2012). The result is supported by previous studies that found that transformational leadership has a positive and significant effect on the performance of organization (Arif and Akram, 2018; Bellé, 2013; Dola, 2015; Imran, et al., 2012; Sandell, 2012). Leaders would be able to motivate the ability of the follower to work efficiently for organization, which eventually improves performance and there is a positive relationship between the transformational leadership and the performance of the organizations (Meaza, 2018).

4.7.2 Hypothesis H-2: Transformational Leadership (TL) positively associated with and impacts on Affective Organizational Commitment (AOC)

As indicated in Table 4-5, there is a significant positive relationship between Transformational leadership (TL) and affective organizational commitment (AOC). [p-value < 0.002, 95% CI = (0.1592155, 0.6719459)], which indicates that TL is positively associated with and impact on AOC. Thus, H-2 is confirmed by the data. As per the Table, the coefficient ($\beta= 0.416$) shows that transformational leadership affects affective organizational commitment positively. In other words, 41.6% of change on civil servant's affective organizational commitment is explained by the variation in the transformational leadership at PSETSE by promoting higher levels of intrinsic value associated with creating a higher level of personal commitment, since the significant value is below 0.002. Thus, TL is positively associated with and has an important impact on AOC at PSETSE.

This result supports the fact that transformational leaders are able to influence employees' organizational commitment by promoting higher levels of intrinsic value associated with creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals (Nyengane, 2007). Most of the studies about the nexus between transformational leadership and employees' commitment have shown that there is a positive relationship between them irrespective of the work settings (Abasilim, et al., 2019; Awan and Mahmood, 2009; Baek, Byers, and Vito, 2018; Meaza, 2018; Nyengane 2007). In particular, Keskes, et al (2018) posit that styles of leadership based on vision and intellectual stimulation can be antecedents of affective commitment. Numerous studies have found a positive and significant relationship between

transformational leadership and affective commitment (Allen, 2017; Keskes, et al., 2018; Bass and Riggio, 2006; Wiza and Hlanganipai, 2014), which confirms that leadership can enhance the development of an emotional attachment to the organization on followers.

4.7.3 Hypothesis-3: Transformational leadership (TL) positively correlated with and effects on public service motivation (PSM)

As per Table 4-7, there is a significant positive relationship between Transformational leadership (TL) and public service motivation (PSM) [p-value < 0.05, and confidence interval is entirely above zero 95 per cent CI = (0.0497046, 0.4215007)]. Thus, H-3 is confirmed by the data. This implies that transformational leadership can have influence on public service motivation through mechanisms such as engaging employees' existing values and rewarding public service values at PSETSE. 100% change in transformational leadership leads to 23.6% change in PMS. In other words, 23.6% of change on civil servant's perception of public service motivation is explained by the variation in the transformational leadership. Thus, TL influences POP at PSETSE. But its influence is low compare to its effect on AOC and POP.

Transformational leadership theory encourages followers to transcend their own self-interests for the sake of the team, organization and larger polity (Bottomley, et al, 2016). The impact of TL on PSM has been confirmed by several previous literatures (Afjahi, et al., 2013; Bellé, 2013; Caillier, 2015; Caillier, 2014; Wright, et. al., 2012). This may be related to what Wright, et al., (2012) postulated. That is, leaders can influence public service motivation through several mechanisms, including engaging employees' existing values, infusing jobs with meaning, and highlighting and rewarding public service values.

4.7.4 Hypothesis-4: Affective organizational commitment (AOC) positively associated with and impacts on perceived organizational performance (POP)

The examination of Table 4-7 shows that there is a significant positive relationship between affective organizational commitment (AOC) and perceived organizational performance (POP) [p-value < 0.001, and confidence interval is entirely above zero 95 per cent CI = (0.188759, 0.3913083)]. Thus, H-4 is supported by the data. As per the Table, affective

organizational commitment has contribution in the improvement of organizational performance at PSETSE since the significant value is below 0.001. 29% of change on organizational performance is explained by the variation in the affective organizational commitment. Thus, TL has an impact on POP at PSETSE.

Similarly, several previous works done in other countries supported this hypothesis (Camilleri. and Van Der Heijden, 2007; Donkor and Zhou, 2020; Khan, et al, 2012; Ramanaidu, 2011; Yeh, and Hong, 2012). This can be explained by a theory that presumes that a higher organizational commitment will promote employees' willingness to work hard for an organization (Angle and Perry, 1981 cited in Yeh and Hong, 2012, p50); and organizational commitment can improve employees' performance.

4.7.5 Hypothesis-5: PSM positively linked with and influences on perceived public organizational performance (POP)

Table 4-7 shows that there is a significant positive relationship between PMS and organizational performance (POP) [$\beta = 0.384$, $p\text{-value} < 0.001$, and confidence interval is entirely above zero 95 per cent CI = (0.2372756, 0.5301902)]. Thus, H-5 is supported by the data. As per the Table, an increase in PSM results in an increase in POP, and accordingly 38.4% of change on organizational performance is explained by the variation in the public service motivation. Thus, PMS has an effect on POP at PSETSE.

The result is consistent with previous research in different institutional and cultural contexts. As Qi and Wang (2018) points out, PSM was found to exert a direct and positive effect on perceived organizational performance, which is also supported by several other research (Alonso and Lewis, 2001; Camilleri and Van Der Heijden, 2007; Charbonneau and Van Ryzin, 2017; Gould-Williams, et al., 2013; Kim, et al., 2015; Kumar, 2021; Perry and Wise, 1990; Qi and Wang, 2018; Ritz 2009; Supriatna, et al., 2019). Public service motivation is said to influence the attitudes and behaviors of employees (Kim, et al., 2015) which may explain a significant positive relationship between PMS and organizational performance (POP) at PSTSE. Individuals with high levels of PSM are assumed to be a good fit for public organizations due to their commitment to service-orientated values (Im, et al., 2016).

4.7.6 Hypothesis-6: PSM positively associated with and impacts on affective organizational commitment (AOC).

There is a significant positive relationship between PSM and AOC [p-value < 0.001, and confidence interval is entirely above zero 95 per cent CI = (0.2859115, 0.8080973)]. Thus, H-6 is confirmed by the data. According to Table 4-7 above, PSM has a significant effect on AOC, since the significant value is below 0.001. The CF indicates that an increase in PSM results in an increase in AOC. 54.7.6% of change on employees' affective organizational commitment is explained by the variation in the public service motivation. In other words, 100% change in PSM brings about 54.7% changes on AOC. Thus, public service motivation has an important positive significant effect on AOC at PSETSE.

This hypothesis is also supported by previous research (Austen, and Zacny, 2015; Camilleri and van der Heijden, 2007; Montundu, et al., 2020; Potipiroon, and Ford, 2017; Qi and Wang 2018; Sun, 2021). Montundu, et al (2020), for example, found that PSM had a significant effect on affective organizational commitment. As Qi and Wang (2018) note PSM leads to higher affective commitment mainly because high PSM may lead employees to internalize the values and goals of their agencies and to develop identification with and emotional attachment to their agencies.

4.7.7 Hypothesis-7: PSM mediates the positive relationship between transformational leadership (TL) and perceived organizational performance (POP)

The SEM analysis establishes the partial mediator role of PSM, i.e., between TL and POP. Based on the information in Figure 4-3 above, the indirect effect of TL– PSM - POP pathway indicates that the indirect effect of TL on POP occurred via the influence of PSM. The indirect effect of 0.0921 [i.e., (.24) (.38)] indicates that, on average, the level of public employee perceptions of public performance can be expected to increase by a 0.0921 standard deviation for every increase of standard deviation of the TL via the prior effect on PSM, holding the other variables constant.

The result is in line with previous research. The PSM–performance relationship is considered to be the cornerstone of PSM theory, which interests both scholars and practitioners (Qi and

Wang, 2018). Since PSM can be explained through work motivation theory in general (Perry, 2000), and PSM influences organizational commitment and employee performance, it is also expected that PSM can influence work commitment (Montundu, et al., 2020). PSM is said to mediate the relationship between transformational leadership and performance. Furthermore, Park and Rainey (2008) found that transformational leadership has an indirect impact on performance through such factors as affective commitment and public service motivation.

4.7.8 Hypothesis-8: Affective Organizational commitment mediates the positive relationship between transformational leadership and perceived organizational performance (POP)

As shown in Figure 4-3 above, the indirect effect of TL→AOC→POP pathway indicates that the indirect effect of TL on POP occurred via the influence of AOC. The indirect effect of 0.1218 [i.e., (.42) (.29)] indicates that, on average, the level of civil servants at PSETSE perceptions of POP can be expected to increase by a 0.1218 standard deviation for every increase of standard deviation of the TL via the prior effect on AOC, holding the other variables constant.

According to literature, affective organizational commitments are said to mediate the relationship between transformational leadership and performance. Scholars designate that transformational leadership has an indirect impact on performance through such factors as affective commitment (Barling, et al., 1996).

With respect to the effect of control variable, however, in contrast to previous research (Brewer and Selden, 2000; Meyer and Parfyonova, 2010; Qi and Wang, 2018), none of the control variables (gender, age, marital status, educational background and work experience) has any significant effect on PSM, AOC and POP, except experience on PSM (B=0.098, p=5).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of the main findings, conclusions and recommendations of the study. First it presents the main finding of the study, followed by conclusion. Then, recommendations are forwarded on the basis of the findings and conclusions. Lastly, contributions, limitation of the study as well as further research are presented.

5.2 Summary of Major Findings

The general objective of this study was to examine the relationships between transformational leadership, public service motivation, affective organizational commitment and organizational performance at PSETSE. The research was guided by eight basic questions/hypotheses.

Structural equation modeling (SEM) was used to test the hypotheses since the model is helpful for examining the effects of multiple mediating relationships in a single model. According to analysis and discussions, the following summaries of major findings were presented in accordance with the basic questions.

Before presenting the hypothesis testing result, it is better to briefly summarize the status of the four main constructs: transformational leadership, public service motivation, affective organizational commitment and organizational performance. It was found that the mean score of transformational leadership was 3.61, which implies that most employees of PSETSE believe that their supervisors are charismatic, inspirational, motivational and stimulating towards achieving a high performance albeit at a moderate level. The mean score of affective organizational commitment (3.20) also falls under moderate, which implies that employees at PSETSE are believed to have developed an emotional attachment to the organization. The mean score (3.86) of PSM is the highest which indicates that employees perceive at PSETSE

are assumed to be a good fit for public organizations due to their commitment to service-orientated values (Im, et al., 2016). Similarly, the mean score of perceived organizational performance (3.48) is moderate which may imply that employees believe that PSTSE has made good use of their knowledge and skills in looking for ways to become more efficient, is trying to reduce cost in managing organization, and has improved productivity over the past two years.

5.2.1 Major Findings Concerning Transformational Leadership's Relation with and Effect on Perceived Organizational Performance

The study found that there is a positive, significant and moderate relationship between transformational leadership and perceived organization performance with Pearson correlation coefficient (r) between the two variables 0.504 at 0.001 confidence level. It is revealed that there is a significant positive relationship between Transformational leadership (TL) and organizational performance (POP) [$\beta = 0.296$, p -value < 0.001 , 95% confidence intervals (CI) = (0.156633, 0.4358656)] at PSETSE. Thus, H-1 is confirmed by the data. The coefficient was $\beta = 0.296$, $p < 0.001$, which signifies based on employees perception, transformational leadership contributes to organizational performance. In other words, 29.6% of change on civil servant's perception of organizational performance is explained by the variation in transformational leadership at PSETSE. Thus, TL is found to have an impact on POP at PSETSE.

5.2.2 Major Findings Regarding Transformational Leadership's Association with and Impact on Affective Organizational Commitment

The study revealed that transformational leadership has a significantly moderate positive relationship with affective organizational commitment with correlation coefficient value (r) 0.338 at 0.001 confidence level at PSETSE. It is also found that TL is positively associated with and impact on AOC [$\beta = 0.416$, p -value < 0.001 , 95% CI = (0.1592155, 0.6719459)]. Thus, H-2 is confirmed by the data. As per the finding of the study, 41.6% of change on civil servant's affective organizational commitment at PSETSE is explained by the variation in the

transformational leadership. In brief, TL is positively associated with and has an impact on AOC at PSETSE.

5.2.3 Transformational Leadership's Association with and Impact on Public Service Motivation

Similar to its relations with POP and AOC, transformational leadership has positive and significant relations with public service motivation. However, its relation with PSM appears to be weak and significant at 0.05 confidence level. It is also found that transformational leadership (TL) has an impact on public service motivation (PSM) [$\beta = 0.236$, $p\text{-value} < 0.05$, 95% CI = (0.0497046, 0.4215007)], However, its influence is low compare to its effect on AOC and POP, which confirms H-3. Given the coefficient $\beta = 0.236$, 23.6% of change in on civil servant's public service motivation is explained by the variation in the transformational leadership at PSETSE.

5.2.4 Affective Organizational Commitment's Relations with and Impact on Perceived Organizational Performance

It is revealed that affective organizational commitment has the highest correlation with perceived organizational performance ($r = 0.641$, $p < 0.001$), yet the association is moderate. Besides, affective organizational commitment has effects on perceived organizational performance [$\beta = 0.290$, $p\text{-value} < 0.001$, 95% CI = (0.188759, 0.3913083)]. This implies that the affective organizational commitment has contribution in the improvement of organization performance at PSETSE, whereby 29% of change on organizational performance at PSETSE is explained by the variation in the affective organizational commitment.

5.2.5 Public Service Motivation's Link with and Impact on perceived organizational performance

The result indicates that public service motivation has a significantly moderate positive relations with perceived organizational performance ($r = 0.597$, $p < 0.001$). PSM has impact on organizational performance at the level of less than 1% [$\beta = 0.384$, $p\text{-value} < 0.001$, 95% confidence intervals (CI) = (0.2372756, 0.5301902)]. The confident 0.384 signifies 38.4% of

change on organizational performance at PSETSE is explained by the variation in public service motivation; and so PMS has influence on POP at PSETSE.

5.2.6 Public Service Motivation's Association with and Effect on Affective Organizational Commitment

The study also found that public service motivation has a significant positive and moderate association with affective organizational commitment ($r=0.400$, $p<.001$). It also reveals that PSM has a significant effect on AOC, since the significant value is below 0.001 [p-value < 0.001, $\beta= 0.547$, 95% confidence intervals (CI) = (0.2859115, 0.8080973)]. The CF is found to be 0.547 which indicates that an increase in PSM results in increase in AOC at PSETSE. It implies that 100% change in PSM brings about 54.7% changes on AOC. On the other hand, 54.7% of change on civil servant's affective organizational commitment at PSETSE is explained by the variation in the public service motivation.

With respect to direct effect, the general observation is that all antecedents appear to have a significantly moderate positive association with and effects on all variables except PSM.

5.2.7 The Mediating Role of PSM between transformational leadership and perceived organizational performance

It is found that the indirect effect of TL on POP occurred via the influence of PSM. The indirect effect of 0.0921 [i.e., (.24) (.38)] which indicates that, on average, the level of public employee perceptions of organizational performance can be expected to increase by a 0.0921 standard deviation for every increase of standard deviation of the TL via the prior effect on PSM, holding the other variables constant.

5.2.8 Transformational Leadership's Association with and Impact on Public Service Motivation

It is revealed that affective organizational commitment moderates the relationship between transformational leadership and perceived organizational performance. The indirect effect of 0.1218 [i.e., (.42) (.29)] indicates that, on average, the level of civil servants at PSETSE

perceptions of organizational performance can be expected to increase by a 0.1218 standard deviation for every increase of standard deviation of the TL via the prior effect on AOC, holding the other variables constant.

With respect to relationship between main construct variable, the general observation is that the antecedents appear to have a significantly moderate positive correlation with all variables except PSM, which is weak. Both direct and indirect effects are observed between the main four constructs. However, none of the control variables (gender, age, marital status, educational background and work experience) have any significant effect on PSM, AOC and POP which is contrary to previous studies.

5.3 Conclusion

This study is based on and extended transformational leadership and organizational performance theories by investigating the relationship between transformational leadership and organizational performance, as well as how this association might be mediated by public service motivation and affective commitment. This study found that transformational leadership has positive and direct relations with and impacts on affective organizational commitment, public service motivation and organizational performance at PSETSE, which is in line with the literature that indicated transformational leadership as one of the most powerful factors improving public organizational performance (Bass, et al., 2003; Bellé, 2013; Dola, 2015; encouraging followers to transcend their own self-interests for the sake of the team, organization and larger polity (Afjahi, et al, 2013; Bellé, 2013; Caillier, 2015); and contributing factor in the development of affective organizational commitment (Donkor and Zhou, 2020; Khan, et al, 2012). Moreover, PSM has a direct and positive effect on perceived organizational performance and affective organizational commitment at PSETSE, which is consistent with previous research in different institutional and cultural contexts (Andriono and Nurkholis, 2018; Perry and Wise, 1990; Qi and Wang, 2018). In all these cases, however, the relationships and effects are moderate except transformation leadership with PSM. Furthermore, the study found that transformational leadership has an indirect impact on performance through public service motivation and affective commitment was also supported by previous, though the effect in both cases is only moderate. Hence, it is possible to

conclude that transformational, does play important roles in determining the levels of organizational performance, indirectly through affective commitment and public service motivation albeit at medium level.

5.4 Recommendations

Based on the findings and conclusion demonstrated so far, the following recommendations are made:

Since transformational leadership style has been found to have a significant and positive relationship with employee commitment, and public service motivation the Enterprise should sustain transformational leadership as committed employees are the most desirable assets; and so leaders of PSETSE should devote more attention to recognition to staff, cultivates trust, involvement and cooperation among team members, encourages thinking about problems in new ways.

Although transformational leadership, affective commitment and public service motivation are exhibited at PSETSE, they are at a medium level. One possible reason for this might be related to the bureaucratic nature of public sector organizations. Furthermore, since the study revealed that the status of transformational leadership, public service motivation, affective commitment, and organizational performance as well as the direct and indirect effects are medium. Mechanisms should be designed to promote the existing status and elevate its effects to a higher level. In order to improve employees' affective commitment and their motivation through transformational leadership so as increase organizational performance, the level of centralization, formalization and routinization should be reduced as suggested by Almintisir, et al. (2013).

Another mechanism to improve the status is by organizing and taking management development programs, such as continuous professional development, different leadership trainings for leaders/managers/supervisors in order to improve and enhance employees' commitment and motivation so as achieve organizational goals.

Nevertheless, as Caillier (2014) aptly stated, when administering such training programs, organizations should carefully consider design and delivery as transformational leadership did not manifest itself in leaders until six months after training began, so “organizations should invest in long-term programs with weekly meetings, as managers do not change their ability to provide employees with transformational leadership overnight.” (Caillier, 2014, p233). Thus, training should be provided at all level of supervisors for a long-term on how to motivate and enhance commitment.

The training may help leaders display a more transformational leadership behavior that allows the employees to express their creativity and to be innovative in problem solving. Besides, to improve the indirect effect of transformational leadership on organization performance through public service motivation and affective commitment, leaders at PSETSE should try to develop the skills, capacities and abilities of every employee to enhance their motivation and commitment.

5.5 Contribution, Limitation, and Further Research

This study has its own contributions to the current literature, but it has also limitations which call for further research. Let us begin with the contribution of the study.

Theories and empirical studies demonstrated the importance of transformational leadership for organizational performance improvements, and indicated that it has a direct, positive effect on the performance of the organization. This research helps to test the forcefulness of the theory and indeed enriches the theory regarding the relationships among the four constructs; and confirms the previous literature most of which conducted in Europe and America. As stated out in this study, it also suggests what should be done to address limitations which enable the Ethiopian government in general and the Enterprise in particular what kinds of strategies and solutions should be framed.

However, like any research, this research is not without limitations. In the first place, the study is limited to only one federal public sector in Ethiopia, Public Service Enterprise Transport Service Enterprise. Future research should consider expanding the scope of the sample to include more public sector federal agencies such as the Minister of Innovation and

Technology, Ministry of Revenue and Revenue Commission, St. Peter TB Specialized Hospital, and St. Paulos Millennium Medical College which are considered providing a relative quality public service.

Second, the study's design was cross-sectional, meaning causality could only be inferred. As Caillier (2015), claimed "though causality was reasoned based on logical interpretations of theories, the only way to know definitively which variable affects which is to conduct an experimental design." Hence, with respect to the weakness of cross-sectional research design, future research can be made by examining the relationship between the variables over an extended period of time. In addition, although the positive association of public service with and effects on affective commitment is based on established theories, the reverse may also hold true, that is, affective commitment may effect on public service motivation. Thus further research can be conducted to examine whether the reverse relationship holds true in public sector in PSETSE. Besides, future research should employ mixed method to identify the reason behind why the strength of the relationships between most constructs not goes beyond moderate/medium effect.

Third, although perceived organizational performance correlate positively with objective measures of organizational performance, the measurement of organizational performance, which is subjective, may suffer from problems such as personal bias.

Fourth, the study employed the short version of the transformational leadership, affective commitment and public service motivation to test the relationships between the main constructs. Even though using short version has the same advantage as the modified version, the results of this study may have been different if the full scale was used, and make generalizability of the findings problematic.

Fifth, in addition to leadership, there are other factors that affect public organizational performance such as organizational culture, human capital and capacity, and red tape. Hence, future research should focus on the relationships and effects of these variables on organizational performance.

Lastly, the study used the role of public service motivation and affective commitment as mediating factors on the effect of transformational leadership on organizational performance. However, civil servants' attitudes can be affected not only by PSM and AOC. Thus, further research should also be done regarding the effect of transformational leadership on organizational performance through civil servant attitudes other than affective organizational commitment and public service motivation such as job satisfaction, mission valence at PSETSE.

References

- Abasilim, U.D., Gberevbie, D. E. and Osibanjo, O.A. (2019). Leadership styles and employees' commitment: Evidence from Nigeria, *SAGE Ope*, 1-15, <https://us.sagepub.com/en-us/nam/open-access-at-stage> (Accessed on 02/10/2020)
- Afjahi, S.A.A., Dehghanan, H., Kashei, V., Malmir, R., and Karbalaei, M. (2013). The impact of transformational leadership on public service motivation, *European Online Journal of Natural and Social Sciences* .2(3), 290-295 ISSN 1805-3602 www.european-science.com
- Ahmed S. (2016). *The relationship between leadership styles and organizational commitment in public organization in Somali region*. Unpublished MBA Thesis: Addis Ababa University.
- Akeel, A.B., and Subramaniam, I.D (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya, *Australian Journal of Basic and Applied Sciences*, 7(2): 99-108,
- Alemu M. K., and Getnet W. D. (2017). The influence of Leadership Styles on Employees' Job Satisfaction in Ethiopian Public Universities, *Contemporary Management Research*, 13(3):165-176.
- Allen, G. W. Attoh. P. A. and Gong, T (2017). Transformational leadership and affective organizational commitment: mediating roles of perceived social responsibility and organizational identification, *Social Responsibility Journal*, 13(3), 585-600,
- Almintisir, A. B, Akeel ,A. B. and Subramaniam, I.D. (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya, *Australian Journal of Basic and Applied Sciences*, 7(2): 99-108, ISSN 1991-8178
- Alonso, P., and Lewis, G. B. (2001), Public service motivation and job performance: Evidence from the Federal Sector, *American Review of Public Administration*, 31(4), 363-380.
- Andrew, S. A., and León-Cázares, F. (2015). Mediating effects of organizational citizenship behavior on organizational performance: Empirical analysis of public employees in Guadalajara, Mexico, *EconoQuantum* 12(2), 71-92.
- Andriono, R., and Nurkholis, S.T. (2018). Internal control role in relationship between employee and public sector organizations, *Journal of Applied Management (JAM)*, 16(4), 731-44.
- Arif. S. and Akram, A. (2018). Transformational Leadership and Organizational Performance The Mediating Role of Organizational Innovation. *SEISENSE Journal of Management*. 1(3), 59-75.
- Aschalew M.. and Pandian, A.V.R (2020). The relationship between leadership styles and employee commitment in public organizations of Dire Dawa administration, Ethiopia, *International Journal of Advanced Science and Technology*, 29(8s), 1754-1763

- Austen, A. and Zacny, B. (2015). The role of Public Service Motivation and Organizational Culture for Organizational Commitment. *Management*, 19(2), 21-34.
- Avolio, B. J. and Bass M. B. (2004). Multifactor Leadership Questionnaire Third Edition. In *Manual and Sample Set*.
- Avolio, B. J., Walumbwa, F. O. and Weber T. J. (2009). 'Leadership: current theories, research and future directions', *Annual Review of Psychology*, 60, pp. 421–449
- Awan, M. R., Mahmood, K., and Idrees, H. (2014). Leadership style, culture and commitment: An analytical study of university libraries in Pakistan" (2014). *Library Philosophy and Practice* (e-journal), 1053. <https://digitalcommons.unl.edu/libphilprac/1053>
- Awan, M., and Mahmood, K. (2009). Relationship among leadership style, organizational culture and employee commitment in university libraries. *Library Management*, 31, 253-266.
- Baek, H, Byers, E.H and Vito, G.F. (2018).Transformational leadership and organizational commitment in Korean police station: Test of second-order MLQ-6 S and OCQ, *International Journal of Police Science and Management*, 20(2) 155–170
- Barling, J., Weber, T. and Kelloway. K. E. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology* 81:827–32.
- Barnes, S. and Lewin, C. (2005). Elementary Quantitative Methods, in Somekh B. and Lewin C. (Eds.). *Research Methods in Social Sciences* (226-235). London: Sage Publications. Thousand Oaks.
- Baron, M. R., and Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bass, B. M. and Avolio B. J. (1997). Full Range of Leadership Development. In *Manual for the Multifactor Leadership Questionnaire*. California: Mind Garden.
- Bass, B. M. and Avolio, B. J. (1993). Transformational leadership : A response to critiques. In M. M. Chemmers and R. Ayman (Eds), *Leadership theory and research: Perspectives and directions*, pp. 49–88. San Diego, CA: Academic Press
- Bass, B. M., Avolio, B. J., Jung, D. I., and Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership, *Journal of Applied Psychology*, 88(2), 207–218.
- Bass, B.M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B.M. and Riggio, R.E. (2006), *Transformational Leadership*, Lawrence Erlbaum Associates, Mahwah, NJ.

- Bekele S. (2014) *Organizational climate and employees' organizational commitment in Commercial Bank of Ethiopia*. Unpublished MBA Thesis: Addis Ababa University
- Bellè N, and Cantarelli, P. (2010). Public Service Motivation: The State of the Art, Paper prepared for the Conference “Reforming the Public Sector: How to make the Difference?” December 2-3, 2010, Rome, Italy.
- Bellé, N. (2013). Leading to make a difference: A field experiment on the performance effects of transformational leadership, perceived social impact, and public service motivation, *Journal of Public Administration Research and Theory*, 24, 109–136,
- Belrhiti Z, Van Damme W., Belalia, A., and Marcha, B. (2020). The effect of leadership on public service motivation: a multiple embedded case study in Morocco, *BMJ Open*, 0:e033010. doi:10.1136/bmjopen-2019-033010
- Bottomley, P., Mostafa A.M.S, Gould-Williams, J. S. and Leon-Cazares, F. (2016) The Impact of transformational leadership on organizational citizenship behaviours: The contingent role of public service motivation, *British Journal of Management*, 27, 390–405.
- Brewer, G. A. and Selden, S. C. (2000). Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies. *Journal of Public Administration Research and Theory: J-PART*, (4), 685-711.
- Bronkhorst, B., Steijn, B., and Vermeeren, B. (2015). Transformational leadership, goal setting, and work motivation: the case of a Dutch municipality, *Review of Public Personnel Administration*, 35(2). 124–145.
- Bučiuėnienė, I. and Skudienė, v. (2008). Impact of Leadership Styles on Employees' Organizational Commitment in Lithuanian Manufacturing Companies, *SEE Journal*, 33, 57-65.
- Bush, T. (2017). The enduring power of transformational leadership. *Educational Management Administration and Leadership* 45(4), 563–565
- Caillier, J. G. (2014). Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: a preliminary study, *Public Personnel Management*, 43(2) 218–239.
- Caillier, J. G. (2015). Transformational Leadership and whistle-blowing attitudes: Is this relationship mediated by organizational commitment and public service motivation? *American Review of Public Administration* 2015, 45(4), 458–475.
- Caillier, J. G. (2016). Does public service motivation mediate the relationship between goal clarity and both organizational commitment and extra-role behaviors? *Public Management Review*, 18(2), 300-318, DOI: 10.1080/14719037.2014.984625

- Camilleri, E. (2006). Towards developing an organizational commitment - public service motivation model for the Maltese public service employees, *Public Policy and Administration*, 21(1), 63-83.
- Camilleri, E. and Van Der Heijden, B. I. J. M. (2007). Organizational commitment, public service motivation, and performance within the public sector, *Public Performance and Management Review*, 31(2), 241-274.
- Carvalho, J. (1984). Archival application of mathematical sampling techniques, *Records management quarterly*, 18(63)
- Çetin, S. (2012) Leadership in public sector: a brief appraisal, in *Dpujss*, 2(32), 75-86.
- Charbonneau, É. and Van Ryzin, G.G. (2017). Exploring the deep antecedent of public service motivation. *International Journal of Public Administration*, 40(5), 401-407.
- Charles, R. E., and Katherine, J. B. (2007). The Effect of Transactional and Transformational Leadership Styles on the Organizational Commitment and Job Satisfaction of Customer Contact Personnel, *Journal of Organizational Culture, Communication and conflict*.
- Chen, L. Y. (2004). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Journal of American Academy of Business, Cambridge*, 5(1/2), 432-438
- Chi, H. K., Tsai, H. P., and Chang, P. F. (2007). Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance: A study of salespeople in Thailand. *The Journal of Human Resource and Adult Learning*, 3(2), 199-212.
- Chu, L. and Lai, C. (2011). A research on the influence of leadership style and job characteristics on job performance among accountants of county and city government in Taiwan, *Public Personnel Management*, 40 (2), 101-118.
- Clark, V.L. P. and Creswell, J. W. (2015). *Understanding Research: A Consumer's Guide*, Second Edition Boston : Pearson Education,
- Cook, Y. J. (2014). *Motivation in the nonprofit sector: How does public service motivation, job satisfaction, and level of commitment explain executive directors' and full-time employees' motivation to achieve the mission of the organization?* Unpublished PhD Dissertation: Mississippi State University.
- Cristian, S. (2020). *Leadership style and organizational commitment: The mediating effect of public service motivation in nonprofit organizations*. Unpublished PhD Dissertation: Lake University.

- Dola, G. A. (2015). *The effect of transformational leadership on the performance of employees in Kenya: the case of Kenya Wildlife Service*, Unpublished M.A, Thesis, Kenyatta University.
- Donkor, F. and Zhou, D. (2020) Organizational commitment influences on the relationship between transactional and laissez- faire leadership styles and employee performance in the Ghanaian public service environment, *Journal of Psychology in Africa*, 30(1), 30-36.
- Dubrin, A. J. (2004). *Leadership research findings, practice, and skills* (4th ed.). Boston, NY: Houghton Mifflin Company.
- Dvir, Taly, Eden, D. Avolio, B.J. and Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal* 45:735–744.
- Garg, A.K.and Ramjee K. (2013). The relationship between leadership styles and organizational commitment at a parastatal company in South Africa, *International Business and Economics Research*, 12 (11).
- Grant, A. M. (2012). ‘Leading with meaning: Beneficiary contact, prosocial impact, and the performance effects of transformational leadership’, *Academy of Management Journal*, 55, 458–476
- Gould-Williams, J.S., Mostafa, A.M.S., and Bottomley, P. (2013). Public service motivation and employee outcomes in the Egyptian public sector: testing the mediating effect of person-organization fit. *Journal of the Public Administration Research and Theory*. Online publication. <https://doi.org/10.1093/jopart/mut053>
- Hansen, J.R., and Villadsen, A.R. (2010). Comparing public and private managers' leadership styles: Understanding the role of job context, *International Public Management Journal*, 13(3), 247-274.
- Hartley, J. (2018). Ten propositions about public leadership, *International Journal of Public Leadership*, 14(4), 202-217.
- Hermann, M. G. R. (2002). Assessing leadership style: a trait analysis, *Social Science Automation*, 1999, 11-13.
- Huck, S. W. (2012) *.Reading Statistics and Research* (6th Ed.). Boston: Pearson
- Im, T., Campbel, J. W. and Jeong, J. (2016). Commitment intensity in public organizations: Performance, innovation, leadership, and PSM, *Review of Public Personnel Administration*, 36(3) 219–239.
- Imran, R., Zahoor, F., and Zaheer, A. (2012). Leadership and Performance Relationship: Culture Matters, *International Journal of Innovation, Management and Technology*, 3(6), 713-717.

- İşcan, Ö. F., Ersarı, G and Naktiyok, A. (2014). Effect of Leadership Style on Perceived Organizational Performance and Innovation: The Role of Transformational Leadership beyond the Impact of Transactional Leadership -An Application among Turkish SME's. *Procedia - Social and Behavioral Sciences*, 150 (2014) 881 – 889 *Procedia - Social and Behavioral Sciences* 150 (2014) 881 – 889
- Judge, T. A. and R. F. Piccolo (2004). 'Transformational and transactional leadership: a meta-analytic test of their relative validity', *Journal of Applied Psychology*, 89, pp. 755–768
- Keskes, I, Sallan, J. M., Simo. P., Fernandez, V. (2018). Transformational leadership and organizational commitment Mediating role of leader-member exchange, *Journal of Management Development*, 37(3), 271-284. © Emerald Publishing Limited, 0262-1711, DOI 10.1108/JMD-04-2017-0132
- Khan, H, Rehmat, M Butt, T. H. Farooqi, S. and Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model, *Future Business Journal*, 6(1):40.
- Khan, V., Hafeez, M.H., Rizvi, S. M. H., Hasnain, A., and Mariam, A. (2012). Relationship of leadership styles, employees commitment and organization performance: A study on customer support representatives, *European Journal of Economics, Finance and Administrative Sciences*, 49, 133-143.
- Kim, S. (2012). Does person-organization fit matter in the public sector? Testing the mediating effect of person-organization fit in the relationship between public service motivation and work attitudes, *Public Administration Review*, 72, 830-840.
- Kim, S., (2016). Job characteristics, public service motivation, and work performance in Korea, *Gestion et Management Public*, 5(1), 7-24.
- Kim, T, Henderson, A.C. and Eom, T. H. (2015). At the front line: examining the effects of perceived job significance, employee commitment, and job involvement on public service motivation, *International Review of Administrative Sciences*, 81(4), 713–733.
- Kline, R. B. (2011). *Principles and practice of structural equation modeling*(3rd ed.). New York, NY: Guilford Press.
- Korejan, M. M. and Shahbazi, H. (2016). An analysis of the transformational leadership theory, *Journal of Fundamental and Applied Sciences*, 8(3S), 452-461.
- Kroll, Alexander and Vogel, Dominik (2014). The PSM–Leadership Fit: A Model of Performance Information Use, *Public Administration* 92(4), 974–991
- Kumar, I. R. (2021). *Public Service Motivation: A Meta-Analysis of its Antecedents and Consequences*. Unpublished M.A. Thesis:

- Kumasey, A. S., Bawole, J. N., and Hossain, F. (2017). Organizational commitment of public service employees in Ghana: Do codes of ethics matter? *International Review of Administrative Sciences*, 83(1), 59–77.
- Leedy P. D. and Ormrod, J. E. (2016). *Practical Research Planning and design*, eleventh edition Boston: Pearson
- Lewin, C. (2005). An Introduction to Inferential Statistics: Testing for Differences and Relationships, in Somekh B. and Lewin C. (Eds.). *Research Methods in Social Sciences* (215-225). London: Sage Publications. Thousand Oaks. .
- Locke, E.A. (1997). *Essence of Leadership. Transfer language: Harsiwi Agung*: Jakarta: Main Partner
- Meaza T. (2018). *The impact of transformational leadership on organizational effectiveness: The case of Debre Berhan City Administration (Public sectors)*. Unpublished MA Thesis: Debre Berhan University.
- Mekonnen, T. (2014). *The Relationship between Employees' Perceptions of their Immediate Supervisors' Leadership Styles and their Organizational Commitments*. Unpublished Master's thesis: Addis Ababa University.
- Mersen B. (2016). *The effect of organizational culture on employee commitment: The case of Ethiopian Airlines Company*. Unpublished MA Thesis: Addis Ababa University.
- Meyer, J., and Parfyonova, M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, 20(4), 283–294.
- Meyer, J.P., and Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 7(1), 61-89.
- Miao, Q., Newman, A., Schwarz, G. and Xu, L. (2014). Servant leadership, trust, and the organizational commitment of public sector employees in China, *Public Administration*, 92(3), 727–743.
- Montundu, Y. Kamaluddin, H. M., Husin, H. S. (2020), The Influence Of Public Service Motivation On The Civil Servant Work Commitment, *International Journal of Scientific and Technology Research* 9(03), 881-887.
- Morse, R. S. and Andterry F. B. (2007). The Transformation of Public Leadership, Edited by Ricardo S. Morse, Terry F. Buss, C. Morgan Kinghorn, *Transforming Public Leadership for the 21st Century*, 3-22.
- Mulu A. A. and Kuar, N. (2017). The relationship between leadership styles and organizational commitment: empirical review, *Zenith International Journal of Business Economics and Management Research*, 7, 47-58.

- Nanjundeswaraswamy T. S. and Swamy D. R (2014) Leadership styles, *Advances in Management*, 7(1), 57-62
- Northouse, P. (2013). *Leadership: Theory and practice. (6th Ed)*. California: SAGE Publications, Inc.
- Nurung, J., Rakhmat, Asang, S., and Hamsinah (2019). Analysis of leadership effect and public service motivation on work satisfaction (ASN) in the District Bantaeng, *International Journal of Scientific and Research Publications*, 9(1), 928-935.
- Nyengane, M. (2007). *The relationship between leadership style and employee commitment: an exploratory study in an electricity utility of South Africa*. Unpublished MBA: Rhodes University, South Africa.
- Park, S. M., and Rainey, H. G. (2007). Antecedents, mediators, and consequences of affective, normative, and continuance commitment: Empirical tests of commitment effects in federal agencies, *Review of Public Personnel Administration*, 27, 197-226.
- Park, S. M., and Rainey, H. G. (2008). Leadership and public service motivation in U.S. federal agencies. *International Public Management Journal*, 11, 109-142.
- Parry, K. W. and Thomson, S. B. (2003). Leadership, culture and performance: The case of the New Zealand public sector, *Journal of Change Management*, 3(4), 376–399.
- Paun, R., Ledoh, A.J. and Eoh, J. (2017). The influence of organizational culture, leadership style and organizational commitment to employees performance: A Case Study in the Provincial Health Department of East Nusa Tenggara, *Public Policy and Administration*, 7(10), 61-72.
- Peng, S., Liao, Y., and Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations: A moderated mediation model. *Public Personnel Management. Advance* online publication: <https://doi.org/10.1177/0091026019835233>
- Perry, J. L. (1996). Measuring public service motivation: an assessment of construct reliability and validity, *Journal of Public Administration Research and Theory*, 6(1), 5-22.
- Perry, J. L. (2000). Bringing society in: Toward a theory of public-service motivation. *Journal of Public Administration Research and Theory*, 10, 471-488.
- Perry, J. L., and Hondeghem, A. (Eds.). (2008). *Motivation in public management: The call of public service*. New York, NY: Oxford University Press.
- Perry, J.L. and Wise, L.R. (1990). Motivation bases of public service. *Public Administration Review*, 50(3), 367–373.
- Ponnu, C. H., and Tennakoon, G. (2009). The Association between Ethical Leadership and Employee Outcomes. *Electronic Journal of Business Ethics and Organization Studies*, 14, 21-32.

- Potipiroon, W. and Ford, M. T. (2017). Does public service motivation always lead to organizational commitment? Examining the moderating roles of intrinsic motivation and ethical leadership, *Public Personnel Management*, 46(3), 211–238.
- Potipiroon, W. and Ford, M. T. (2017). Does Public Service Motivation always Lead to Organizational Commitment? Examining The Moderating Roles Of Intrinsic Motivation And Ethical Leadershi, *Public Personnel Management*. DOI: 10.1177/0091026017717241
- Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L.M and Hyun, C.C. (2020) Leadership Style on Public Health Centre Performance, *Journal of Research in Business, Economics, and Education*, 2(1), 304-314.
- Qi, F. and Wang, W. (2018). Employee involvement, public service motivation, and perceived organizational performance: testing a new model *International Review of Administrative Sciences*, 84(4), 746–764.
- Ramanaidu, S. K. (2011). Uncovering the Relationship between Transformational Leadership, Organizational Culture, Affective Commitment And Employee Performance: The Case Of A Malaysian Educational Institution. Unpublished PhD Dissertation, University of Newcastle
- Raveendran, T and Gamage, A. S. (2019). The Mediating Effect of Organizational Commitment in the Impact of Transformational Leadership Style on Employee Performance: A Study of Divisional Secretariats in the Jaffna District. *International Journal of Human Resource Studies*, 9(2), 2162-3058
- Regulation No. 298 (2013). Public Service Employee's Transport Service Enterprise Establishment, Regulation No. 298/2013, Council of Ministers Regulation *Federal Negarit Gazette of the Federal Democratic Republic of Ethiopia*, 20th Year No.1 Addis Ababa 7th November, 2013.
- Risambessy, A., Swasto, B., Thoyib, A. and Astuti, E. S. (2012). The influence of transformational leadership style, motivation, burnout towards job satisfaction and employee performance, *Journal of Basic and Applied Scientific Research*, 2(9), 8833-8842.
- Ritz, A. (2009). Public service motivation and organizational performance in Swiss federal government, *International Review of Administrative Sciences*, 75(1), 53–78.
- Ritz, A., Brewer, G. and Neumann, O. (2016). Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*, 76(3), 414–426.
- Saha, R. (2016). Factors influencing organizational commitment – research and lessons, *Management Research and Practice*, 8(3), 36-48.
- Sandell, K. (2012). Transformational leadership, engagement, and performance: a new Perspective. Unpublished M.A. Thesis, Colorado State University, Colorado.

- Shurbagi, A. M. A. (2014). The relationship between transformational leadership style job satisfaction and the effect of organizational commitment, *International Business Research*, 7(11), 126-138.
- Solomon A. (2019). The effect of leadership style on employees' organizational commitment in Commercial Bank of Ethiopia. Unpublished MBA Thesis: St. Mary's University, Addis Ababa.
- Somekh B. and Lewin C. (2005). *Research Methods in Social Sciences*. London: Sage Publications. Thousand Oaks.
- Suleman, S. M, Sohailan, A. and Khan. M. A. (2011). Impact of leadership style on Organization commitment', *Journal of Economics and Behavioral Studies*, 3(2): 145-152.
- Summermatter, L. and Siegel, J. P. (2009). defining performance in public management: variations over time and space, Paper for IRSPM XXIII, Copenhagen, 6 – 8.
- Sun S (2021). The Relationship Between Public Service Motivation and Affective Commitment in the Public Sector Change: A Moderated Mediation Model. *Frontiers in Psychology*, 12 12:631948. doi: 10.3389/fpsyg.2021.631948, *Frontiers in Psychology* |
- Supriatna, M, D. Pradesa, H, A., and Priatna, R. (2019). Literature Review and Conceptual Models Development on Public Services Motivation. *Warmadewa Management and Business Journal (WMBJ)* 1(2), 102-110. <http://dx.doi.org/10.22225/wmbj.1.2.1256.102-110>
- Tafesse A. B. and Mohammed H. M. (2020). The impact of leadership styles on employee commitment in Madda Walabu University, *African Journal of Business Management* Academicjournals.org/journal/AJBM/article (Accessed on 02/02/2020)
- Temesgen T. (2011). *The relationship between leadership styles and employee commitment in private higher education institutions at Addis Ababa City*. Unpublished MBA Thesis: Addis Ababa University.
- Top, M., Akdere, M. and Tarcan, M. (2015) Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: Public servants versus private sector employees, *The International Journal of Human Resource Management*, 26(9), 1259-1282,
- Trottier, T., Van Wart, M., and Wang, X. (2008). "Examining the nature and significance of leadership in government organizations." *Public Administration Review* , 319-333.
- Tummers, L. G. & Knies, E. (2013). Leadership and meaningful work in the public sector, *Public Administration Review*, 73(6), 859–868.
- Tummers, L.G. & Knies, E. (n.d.). Measuring Public Leadership: Developing Scales for Four Key Public Leadership Roles. *Public Administration*

- Ugboro, I. (2006). Organizational commitment, job redesign, employee empowerment and intent to quit among survivors of restructuring and downsizing, North Carolina: Institute of Behavioral and Applied Management. Retrieved from <http://www.ibam.com/pubs>.
- Vandenabeele, W. (2009). The mediating effect of job satisfaction and organizational commitment on self-reported performance: more robust evidence of the PSMperformance relationship. *International Review of Administrative Sciences*, 75(1), 11-34. <https://doi.org/10.1177/0020852308099504>.
- Vandenabeele, W. (2014). Explaining public service motivation: the role of leadership and basic needs satisfaction, *Review of Public Personnel Administration*, 34(2), 153–173.
- Villoria, M. & Iglesias, Á. (2010). Leadership in public management - Some theoretical and methodological considerations *Innovar*, 21(42).
- Vogel, R. and Werkmeister, L. (2020). What is public about public leadership? Exploring implicit public leadership theories, *Journal of Public Administration Research and Theory*, 1–18 doi:10.1093/jopart/muaa024 Article.
- Voon M. Ling, Lo M. Chiun, Ngui K. Sing and Norazirah B. Ayob,. (2011). The Influence of Leadership Styles on Employees' Job Satisfaction In Public Sector Organizations In Malaysia. *International Journal of Business, Management and Social Sciences*, 2(1), .24-32.
- Wart, M. (2003). Public-sector leadership theory: An assessment, *Public Administration Review*, 63(2), 214-228
- Wiza, M. & Hlanganipal, N. (2014). The impact of leadership styles on employee organizational commitment in higher learning institutions, *Mediterranean Journal of Sciences*, 5(4), 24-37.
- Wright, B. E., Moynihan, D. P., & Pandey, S. K. (2012). Rutgers university at Newark pulling the levers: Transformational leadership, public service motivation, and mission Valence, *Public Administration Review*, 72(2), 206–215.
- Yeh, H. & Hong, D. (2012). The mediating effect of organizational commitment on leadership type and job performance, *The Journal of Human Resource and Adult Learning*, 8(2), 50-59.
- Yiing, L. H., Zaman, K., & Ahmad, B. (2009). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
- Zaidatol, A., Lope, P. & Bagheri, A. (2012). An Exploratory Study Of Entrepreneurial Attributes Among Malaysian University Students. *Life* vol 9(3). 2358-236.

Appendices

Appendix 1: Questionnaire

Addis Ababa University

Faculty of Business and Economics

Department of Public Administration and Development Management

Dear Participants,

I'm a graduate candidate of Public Administration and Policy at Addis Ababa University (AAU). As part of the requirement, I'm expected to successfully conduct Applied Research on a relevant topic in my area of concentration. This study will examine: **The relationships among four variables, namely, public transformational leadership, public service motivation, civil servants' organizational commitment and organizational performance at your organization.**

Therefore, I would like to request you to spend some of your valuable time (15-20 minutes) to complete this questionnaire to the best of your knowledge. Your participation is voluntary and you are free not to answer the questions.

Thank you in advance for accepting to be a contributor. Your responses will be used for purely academic purposes and is treated with confidentiality thereby remaining with the researcher only. The data will only be analyzed in aggregated manner, and the information in no case will be given to any other person. To maintain anonymity, I have not included names on the questionnaire.

Yours Sincerely,

Tesfaye Molla

Part Two: Opinion Survey on Transformational Leadership, Organizational Commitment, Public Service Motivation, and Organizational Performance Rating

Directions: For the following statements, please indicate the answer by **putting a check mark (√)** under the number that best reflects your opinion, using the following five scales ranging from 1 to 5.

Key for Scale: 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

You should respond empirical situations you encounter and judge how frequently each statement fits you. The word ‘others’ may mean your peers, supervisors, and/all of these individuals.

SECTION A: Opinion on TRANSFORMATIONAL LEADERSHIP

| | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| TRANSFORMATIONAL LEADERSHIP | | | | | |
| 1. My supervisor communicates a clear and positive vision of the future. | | | | | |
| 2. My supervisor treats staff as individuals, supports and encourages their development | | | | | |
| 3. My supervisor gives encouragement and recognition to staff. | | | | | |
| 4. My supervisor fosters/cultivates trust, involvement and cooperation among team members. | | | | | |
| 5. My supervisor encourages thinking about problems in new ways and questions assumptions. | | | | | |
| 6. My supervisor is clear about his or her values and practices what he or | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| she preaches. | | | | | |
| 7. My supervisor instills/inculcates pride and respect in others and inspires me by being highly competent. | | | | | |
| Source: Developed by Carless, Wearing, and Mann (2000), and used by Caillier (2015, p461) | | | | | |

SECTION B: Civil Servants’ opinion Survey on CIVIL SERVANTS' ORGANIZATIONAL COMMITMENT RATING

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Affective Organizational Commitment | | | | | |
| 1. I feel a strong sense of belonging to my organization. | | | | | |
| 2. My organization has a great deal of personal meaning for me. | | | | | |
| 3. I feel like part of the family at this organization. | | | | | |
| Source: Adopted from Meyer et al.’s (1993), and used by Qi and Wang (2018) and Caillier (2015) | | | | | |

SECTION C: Civil Servants’ opinion Survey on PUBLIC SERVICE MOTIVATION RATING

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Public Service Motivation | | | | | |
| 1. Meaningful public service is important to me. | | | | | |
| 2. I am often reminded by daily events how dependent we are on one another. | | | | | |
| 3. Making a difference in society means more to me than personal achievements. | | | | | |
| 4. I am prepared to make sacrifices for the good of society. | | | | | |
| 5. I am not afraid to go to bat (give help and support) for the rights of others even if it means I will be ridiculed/harassed. | | | | | |

Source: Adopted from Perry, 1996 used by. Caillier (2015, p461)

\

SECTION D: Civil Servants' opinion Survey on CIVIL SERVANTS' PERCEIVED ORGANIZATIONAL PERFORMANCE RATING

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Public Organizational Performance (POP) | | | | | |
| 1. My organization has made good use of my knowledge and skills in looking for ways to become more efficient. | | | | | |
| 2. My organization is trying to reduce cost in managing organization and performing works. | | | | | |
| 3. My organization has improved productivity over the past two years | | | | | |
| 4. Overall, the quality of work performed by my current coworkers in my immediate work group is high. | | | | | |
| 5. My organization provides fair and equitable treatment for employees | | | | | |
| 6. In my organization, applicants are treated fairly in all aspects of personnel management without regard to their political affiliation, ethnicity, religion, sex, marital status, age, or handicapping condition. | | | | | |
| 7. In general, all are treated with respect in my organization, with no regard to status and grade | | | | | |
| 8. My organization has conducted business relations with outside customers very promptly. | | | | | |
| 9. It is rare to make big mistakes in my organization when conducting work. | | | | | |
| 10. The occurrence of goal attainment is very high in my organization. | | | | | |
| 11. My organization provides fair and equitable services to the public, with no considering of their individual backgrounds. | | | | | |
| 12. My organization achieves a high-level of customer satisfaction. | | | | | |
| Source: Adopted from Brewer GA and Selden SC (2000), used and modified by Ki and Wang (2016) | | | | | |

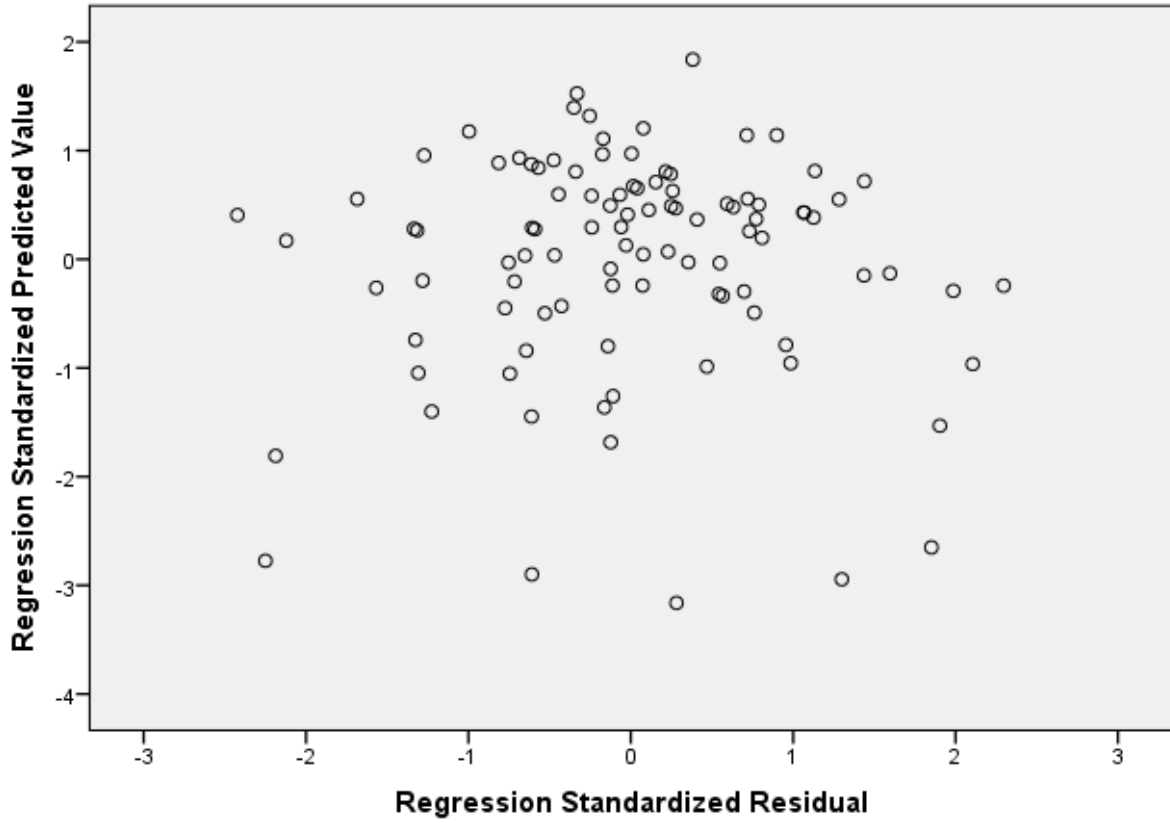
Please indicate the BSC result you obtained in June 2020 (*Sene* 2012) _____ and January 2021 (*Tir* 2013) _____

Thank you for your time and response!!!

Appendix 2
Homoscedasticity Test

Scatterplot

Dependent Variable: POP



Appendix 3

Correlations between Transformational Leadership, Affective Organizational Commitment and Perceive Organizational Leadership, and Control Variables

| Correlations Table 4-3: | | | | | | | | | | |
|--|------|--------|--------|---------|---------|---------|--------|----------------|-----------|------------|
| | POP | | AOC | PSM | TL | Gender | Age | Marital Status | Education | Experience |
| POP | r | 1 | .641** | .597** | .504** | -.184 | -.098 | .082 | -.025 | .008 |
| | Sig. | | .000 | .000 | .000 | .065 | .330 | .413 | .806 | .933 |
| AOC | r | .641** | 1 | .400** | .338** | -.012 | -.081 | .042 | .010 | -.071 |
| | Sig. | .000 | | .000 | .001 | .908 | .418 | .675 | .921 | .483 |
| PSM | r | .597** | .400** | 1 | .196* | -.257** | .002 | .095 | .179 | .145 |
| | Sig. | .000 | .000 | | .050 | .009 | .984 | .344 | .073 | .147 |
| TL | r | .504** | .338** | .196* | 1 | -.064 | -.023 | -.144 | -.289** | .025 |
| | Sig. | .000 | .001 | .050 | | .523 | .818 | .152 | .003 | .804 |
| Gender | r | -.184 | -.012 | -.257** | -.064 | 1 | -.022 | -.223* | -.273** | .073 |
| | Sig. | .065 | .908 | .009 | .523 | | .825 | .025 | .006 | .468 |
| Age | r | -.098 | -.081 | .002 | -.023 | -.022 | 1 | -.243* | -.094 | .535** |
| | Sig. | .330 | .418 | .984 | .818 | .825 | | .014 | .352 | .000 |
| Marital Status | r | .082 | .042 | .095 | -.144 | -.223* | -.243* | 1 | .122 | -.245* |
| | Sig. | .413 | .675 | .344 | .152 | .025 | .014 | | .223 | .014 |
| Education | r | -.025 | .010 | .179 | -.289** | -.273** | -.094 | .122 | 1 | .001 |
| | Sig. | .806 | .921 | .073 | .003 | .006 | .352 | .223 | | .988 |
| Experience | r | .008 | -.071 | .145 | .025 | .073 | .535** | -.245* | .001 | 1 |
| | Sig. | .933 | .483 | .147 | .804 | .468 | .000 | .014 | .988 | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | | | |

Appendix 4

Total Effect of Structural Modelling

Total effects

| | OIM | | | | | [95% Conf. Interval] |
|-------------------|-----------|-----------|-------|-------|-----------|----------------------|
| | Coef. | Std. Err. | z | P> z | | |
| Structural | | | | | | |
| PSM <- | | | | | | |
| TL | .2356027 | .0948477 | 2.48 | 0.013 | .0497046 | .4215007 |
| gender | -.2371169 | .1253675 | -1.89 | 0.059 | -.4828327 | .008599 |
| Age | -.0483317 | .0763345 | -0.63 | 0.527 | -.1979445 | .1012811 |
| Marital | .1238502 | .1193465 | 1.04 | 0.299 | -.1100646 | .3577651 |
| Education | .1677055 | .0946628 | 1.77 | 0.076 | -.0178301 | .3532412 |
| Experience | .0975295 | .0496456 | 1.96 | 0.049 | .000226 | .194833 |
| AOC <- | | | | | | |
| PSM | .5470044 | .1332131 | 4.11 | 0.000 | .2859115 | .8080973 |
| TL | .5444564 | .13717 | 3.97 | 0.000 | .2756082 | .8133047 |
| gender | .1315647 | .1813082 | 0.73 | 0.468 | -.2237928 | .4869223 |
| Age | -.0041545 | .1103959 | -0.04 | 0.970 | -.2205266 | .2122175 |
| Marital | .1419821 | .1726005 | 0.82 | 0.411 | -.1963087 | .4802728 |
| Education | .1780697 | .1369026 | 1.30 | 0.193 | -.0902545 | .4463938 |
| Experience | -.0409909 | .0717981 | -0.57 | 0.568 | -.1817126 | .0997307 |
| POP <- | | | | | | |
| PSM | .5423853 | .0792323 | 6.85 | 0.000 | .3870928 | .6976777 |
| AOC | .2900386 | .0516691 | 5.61 | 0.000 | .188769 | .3913081 |
| TL | .5445711 | .091381 | 5.96 | 0.000 | .3654678 | .7236745 |
| gender | -.1478906 | .1207853 | -1.22 | 0.221 | -.3846254 | .0888442 |
| Age | -.0705029 | .0735444 | -0.96 | 0.338 | -.2146472 | .0736415 |
| Marital | .1566238 | .1149843 | 1.36 | 0.173 | -.0687414 | .3819889 |
| Education | .0735261 | .0912028 | 0.81 | 0.420 | -.1052282 | .2522803 |
| Experience | .0406352 | .047831 | 0.85 | 0.396 | -.0531118 | .1343822 |

Appendix 5

Indirect Effect Regression Weights for Structural Modeling

| | Coef. | OIM Std. Err. | Z | P> Z | [95% Conf. Interval] | |
|------------|-----------|------------------|-------|-------|----------------------|----------|
| Structural | | | | | | |
| PSM <- | | | | | | |
| TL | 0 | (No path) | | | | |
| Gender | 0 | (No path) | | | | |
| Age | 0 | (No path) | | | | |
| Marital | 0 | (No path) | | | | |
| Education | 0 | (No path) | | | | |
| Experience | 0 | (No path) | | | | |
| AOC <- | | | | | | |
| PSM | 0 | (No path) | | | | |
| TL | .1288757 | .606366 | 2.13 | 0.034 | .0100302 | .2477212 |
| Gender | -.129704 | .0755016 | -1.72 | 0.086 | -.2776844 | .0182764 |
| Age | -.0264376 | .422488 | -0.63 | 0.531 | -.1092437 | .0563684 |
| Marital | .0677466 | .0673356 | 1.01 | 0.314 | -.0642286 | .1997219 |
| Education | .0917357 | .563948 | 1.63 | 0.104 | -.0187796 | .2022674 |
| Experience | .053349 | .301042 | 1.77 | 0.076 | -.0056541 | .1123522 |
| POP <- | | | | | | |
| PSM | .1586524 | .0478709 | 3.31 | 0.001 | .0648272 | .2524776 |
| AOC | 0 | (No path) | | | | |
| TL | .2483219 | .0687717 | 3.61 | 0.000 | .1135319 | .3831118 |
| Gender | -.0528307 | .0862824 | -0.61 | 0.540 | -.221941 | .1162796 |
| Age | -.197514 | .0510415 | -0.39 | 0.699 | -.119791 | .0802881 |
| Marital | .0887057 | .0801616 | 1.11 | 0.268 | -.0684081 | .2458195 |
| Education | .1160012 | .0643564 | 1.80 | 0.071 | -.010135 | .2421374 |
| Experience | .0255363 | .034146 | 0.75 | 0.455 | -.0413886 | .924612 |