



The Power of Public Service Motivation as Mediator: Strengthening Servant Leadership and Organizational Culture to Achieve Employee Performance?

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Abstract

Public service motivation is fundamental to the essence of public service. It is supported by the role of servant leadership and organizational culture which are promoted by Indonesian government to enhance employee performance. This study aims to determine the influence of public service motivation mediation on employee performance through servant leadership and organizational culture in Government Educational Organizations (GEO). This study uses a quantitative approach, with data collected through an online questionnaire distributed cross-sectionally to 272 GEO employees in the Jakarta-Bogor-Depok-Tangerang-Bekasi area, using purposive sampling. Structural Equation Modeling (SEM), performed using SmartPLS 3, was employed to analyze the relationships among the variables. This study finds that public service motivation should be developed in order to improve employee performance through the implementation of organizational culture and servant leadership. Combining servant leadership, organizational culture, and public service motivation allows employees to follow the leader in a supportive environment and perform at their highest level, which helps the organization succeed.

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INTRODUCTION

The field of public administration has witnessed a substantial focus on the construct of Public Service Motivation (PSM) (Tang et al. (2024); Huang (2022)). Ding & Wang (2024) stated that enhancement of public service motivation among public sector employees has constituted a long-standing scholarly interest within the discipline of public administration. Individuals driven by public service motivation are inclined to contribute to the broader society by delivering public services and upholding the abstract concept of the public interest (Ritz et al., 2020). Higher levels of public service motivation in the public sector are likely associated with enhanced job performance (Wang et al., 2024). It aligns with PSM theory, which posits that the strong performance of public sector employees with high PSM stems from their self-perception as public servants dedicated to advancing public interests through service delivery (Wang et al., 2024). Thus, it's crucial to emphasize that this study's primary focus is on public service motivation research within the public sector.

Liu & Zhao (2022) discover that By emphasizing employee development and needs fulfillment, servant leadership within the public sector cultivates a heightened motivation among its employees to engage in service and prosocial behaviors. Mishra & Hassen (2023) believes servant leaders cultivate the necessary power to inspire their followers, leading them to internalize and act upon the

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principle of "serve first". Furthermore, servant leadership boosts overall individual and team performance and inspires service employees to deliver excellent customer service (Zhang et al., 2021). Gnankob et al. (2022) contended that individuals possess an agency, actively processing external influences rather than merely reacting to them which implies that employees may require a preparatory period to critically evaluate servant leaders' actions within an organizational setting before consciously incorporating these behaviors into their work performance which is consistent with Social Learning Theory (SLT).

Lee et al. (2020) explain that organizational culture significantly shapes employee motivation, attitudes, and behaviors, and it is highly functional and should be prioritized in management. Furthermore, Pujiono et al. (2020) state that given its direct impact on individual behavior, organizational culture plays a crucial role in fostering an organization's growth and ensuring its success. It can influence public sector employees by guiding shared core values and fostering imitation or observation among members, and via vicarious reinforcement—observing rewards and punishments which is in accordance with SLT (Lee et al., 2020). Cabinet Secretary of the Republic of Indonesia (2021) state that a fundamental change in mindset and culture of the bureaucracy is very important, namely shifting from an attitude that prioritizes being served to an attitude that prioritizes service. Thus, in public administration theory and practice, culture is important (Fan et al., 2022).

Driven by PSM, public employees are motivated to assign higher value to providing enhanced services to citizens, consequently manifesting in increased selfless and extra-role behaviors that stem directly from their intrinsic values (Gnankob et al., 2022). Performance is essential due to its impact on the overall effectiveness of an organization (Ugwu & Ejikeme, 2023). Gencer et al. (2023) discovers that job performance is a critical factor for organizations, as achieving organizational goals and objectives largely depends on employees who demonstrate high levels of performance which enhances customer satisfaction and contributes to overall organizational success. Prasojo & Holidin (2018) stated one of the challenges of bureaucratic reform is the importance of improving performance. In fact, the 2020–2022 organizational performance evaluations of Government Educational Organization (GEO) results dropped from 7.10; 6.82; 5.62, sequentially. Unit performance and individual performance are the evaluation components of the organizational performance indicators (Kementerian PANRB, 2022).

This study adopts PSM as a mediator as used by Liu & Zhao (2022) and Mishra & Hassen (2023). The role of PSM emphasized by The Head of National Civil Service Agency who emphasized that civil servants must demonstrate a passion to public service, perform their duties with dedication, and exercise diligence in their work (National Civil Service Agency's Public Relation, 2021). It is in line with the announcement of core values apparatus civil servant BerAKHLAK, an acronym representing Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative principles, and employer branding "Proud to Serve Nations" by the former President, Mr. Joko Widodo.

This research fills the gaps by determining servant leadership, organizational culture, and PSM as a critical antecedent to employee performance within the public sector, especially GEO. Performance is viewed as a direct result of PSM so that studying the link between PSM and performance is essential for improving the efficacy and efficiency of public sector service delivery (Thuy & Phinaitrup, 2023).

This research also offers several key contributions. First, it advances the understanding of public sector performance by identifying servant leadership and organizational culture as direct drivers of employee performance. Second, it provides valuable practical and theoretical insights into how servant leadership fosters employee development. Third, it underscores the significance of organizational culture in shaping employee identity and aligning their actions with organizational goals. Finally, it offers considerations for leadership decision-making processes.

Drawing from the preceding discussion, this research aims to delve into the mediating mechanism of PSM in the relationship between servant leadership, organizational culture, and subsequent employee performance. Data for this study was gathered via online surveys using quantitative approaches. To understand the link between constructs, the data would be processed using the partial least square structural equation modeling (PLS-SEM) technique.

METHOD

This study uses causal, descriptive, and predictive methods simultaneously where the causal method is needed to see the causal relationship between one variable and another. Descriptive approach uses in describing the current levels of servant leadership practices, organizational culture, employee PSM, and employee performance among the sampled public employees. The predictive method is applied to forecast or anticipate future outcomes based on the identified relationships. Furthermore, this study is a cross-sectional study and implements in GEO which is a government institution in Indonesia that is responsible for organizing the administration of primary and secondary education. The following are the stages of research implementation.

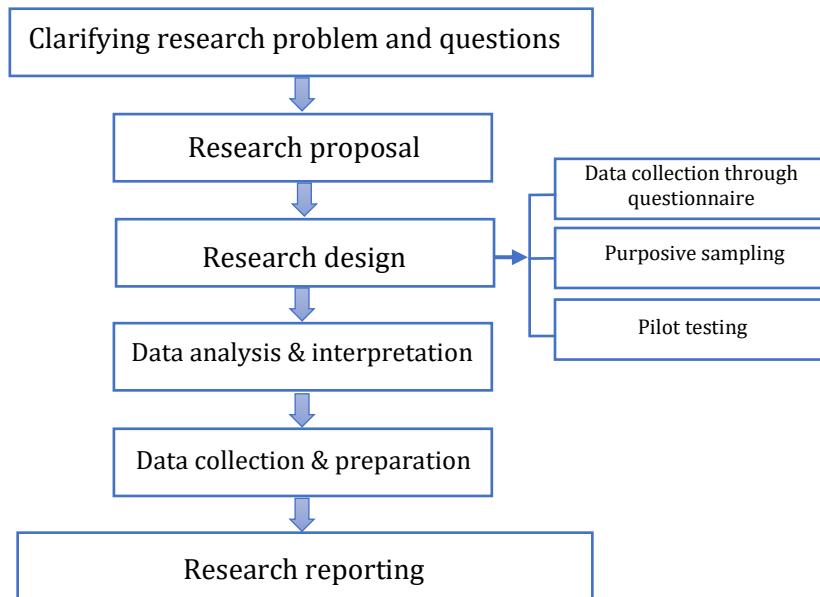


FIGURE 1. Research Design

Purposive sampling was adopted in this research, with the sample criteria defined as employees with a minimum of one year's work experience, located within the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) regions. GEO employees completed online surveys to provide data for this study, which was carried out using quantitative methodologies. The minimal number of samples needed is 249, according to the sample size results obtained using the G*Power software. From March 10 to March 21, 2025, the survey was disseminated online through several platforms, including formal correspondence to GEO, Instagram, and WhatsApp.

Employee performance is measured using indicators developed [Goodman & Svyantek \(1999\)](#) and adapt by [Kalia & Bhardwaj \(2019\)](#) that discovers it is crucial to research the elements that can improve job performance, comprising 9 items for task performance and 6 items for contextual performance, which is enable the strategic implementation of diverse HRM techniques. Denison Model used to measure organizational culture which is dynamics not only at the organizational level but also within groups and among individuals [\(Kassem et al., 2019\)](#) which totaled 12 items. The structure of this variable is divided into three dimensions, namely mission (4 items), involvement (4 items), and adaptability (4 items) which are adopted from [Ugwu & Ejikeme \(2023\)](#). Servant leadership is measured using a unidimensional approach applied by [van Dierendonck & Nijiten \(2011\)](#) and adapted by [Mishra & Hassen \(2023\)](#) which consist of 13 items. Finally, PSM is measured by global measurements to help overcome problems related to combining or weighing to each dimension used before by [Wright et al. \(2013\)](#) and [Pandey et al. \(2012\)](#). Data for this study were collected using a 7-point Likert scale, anchored at 1 (strongly disagree) and 7 (strongly agree). In total, the measurement instrument consisted of 46 distinct questionnaire statements.

Data analysis was conducted using PLS-SEM via SmartPLS 3 software, following a two-stage approach. Initially, the outer model (measurement model) was evaluated for validity and reliability, commencing with an assessment of each indicator's outer loading value for validity. Subsequently,

the inner model (structural model) would be analyzed. Validity was initially assessed by comparing the outer loading value of each indicator. An outer loading below 0.4-0.5 should be dropped (Hulland, 1999) and outer weight of dimensions should be more than 0.5 (Hair Jr et al., 2021). Reliability was evaluated using Construct Reliability (CR) and Average Variance Extracted (AVE). Constructs were deemed reliable if CR values were ≥ 0.7 and AVE values were ≥ 0.5 (Hair et al., 2019). The last step in outer model evaluation involved assessing discriminant validity through the heterotrait-monotrait ratio (HTMT) of correlations, for which a more conservative threshold value of 0.85 is recommended (Hair et al., 2019). Finally, inner model evaluation implemented through collinearity test, coefficient of determination test, effect size, blindfolding, and hypothesis test (Hair et al., 2019). This study utilized a one-tailed hypothesis test, with statistical significance set at a 95% confidence level, indicated by a t-value of ≥ 1.645 .

RESULTS AND DISCUSSION

The study's data collection phase yielded 302 completed questionnaires. Subsequent screening based on established criteria and the cleansing of outlier data resulted in a final sample of 272 responses. The demographic characteristics of these 272 participants were analyzed using Microsoft Excel, considering gender, age, education, job position, and work experience. The sample exhibited a near-equal representation of females (55.5%) and males (44.5%). The majority of respondents were from Generation Y (58.8%), with a Bachelor's degree being the most common educational attainment (55.1%). Staff members formed a significant portion of the sample (93.8%), and the largest work experience group consisted of individuals with more than 20 years in their field (28.3%). Table 1 provides a more detailed description.

TABLE 1. Respondents Demographic

Profile	Classification	Numbers	Percentage
Gender	Female	151	55.5%
	Male	121	44.5%
Age	Gen X	103	37.9%
	Gen Y	160	58.8%
	Gen Z	9	3.3%
Latest Education	D-I	6	2.2%
	D-II	0	0%
	D-III	9	3.3%
	D-IV/S-1	150	55.1%
	S-2	99	36.4%
	S-3	8	2.9%
	Job Positions	255	93.8%
Work Experiences	Staff	255	93.8%
	Echelon-IV	17	6.3%
Work Experiences	Less than 5 years	31	11.4%
	5 – 10 years	61	22.4%
	10 – 15 years	68	25%
	15 – 20 years	35	12.9%
	> 20 years	77	28.3%

Outer Model Evaluation

Assessing the outer model is crucial as shown in Table 2, all indicators for servant leadership, organizational culture, public service motivation, and employee performance had outer loading values exceeding 0.5. Otherwise, all dimensions for the variables have outer weight below 0.5, except contextual performance dimension, but it was still considered valid because all of the dimensions had bivariate correlation above 0.5 (Hair et al., 2021). With Composite Reliability (CR) scores exceeded 0.7, and Average Variance Extracted (AVE) values surpassed 0.5 for every dimension across

all variables, the measurement of each variable demonstrates acceptable levels of validity and reliability.

TABLE 2. Results of Validity and Reliability Tests

Variables	Item	Outer Loading Indicators	Outer Weight	Bivariate Correlation (Loading)	CR	AVE	Conclusions
Servant Leadership	SL1	0.807	1.00	-	0.938	0.542	Valid and Reliable
	SL2	0.777					
	SL3	0.810					
	SL4	0.698					
	SL5	0.569					
	SL6	0.745					
	SL7	0.767					
	SL8	0.816					
	SL9	0.632					
	SL10	0.713					
	SL11	0.645					
	SL12	0.774					
	SL13	0.771					
Organizational Culture (Mission)	MI1	0.808	0.38	0.89	0.943	0.805	Valid and Reliable
	MI2	0.834					
	MI3	0.819					
	MI4	0.811					
Organizational Culture (Involvement)	IV1	0.776	0.23	0.89	0.921	0.744	Valid and Reliable
	IV2	0.833					
	IV3	0.799					
	IV4	0.778					
Organizational Culture (Adaptability)	AD1	0.527	0.49	0.92	0.887	0.663	Valid and Reliable
	AD2	0.749					
	AD3	0.774					
	AD4	0.756					
Public Service Motivation	PSM1	0.736	1.00	-	0.847	0.526	Valid and Reliable
	PSM2	0.681					
	PSM3	0.741					
	PSM4	0.779					
	PSM5	0.684					
Employee Performance (Task Performance)	TP1	0.723	0.24	0.83	0.944	0.653	Valid and Reliable
	TP2	0.779					
	TP3	0.695					
	TP4	0.723					
	TP5	0.796					
	TP6	0.758					
	TP7	0.751					
	TP8	0.843					
	TP9	0.822					
	CP1	0.656	0.81	0.99	0.909	0.588	Valid and Reliable
Employee Performance (Contextual Performance)	CP2	0.631					
	CP3	0.656					
	CP4	0.764					
	CP5	0.664					
	CP6	0.773					
	CP7	0.690					

The final step to test the outer model was assessing discriminant validity through HTMT values. Based on Table 3, all of the dimensions and variables have HTMT values below 0.9, then it can be concluded that the constructs are conceptually distinct.

TABLE 3. Discriminant Validity Test Results

	AD	CP	IV	MI	PSM	SL	TP
AD							
CP	0.621						
IV	0.841	0.586					
MI	0.760	0.570	0.851				
PSM	0.618	0.747	0.570	0.560			
SL	0.834	0.561	0.803	0.743	0.599		
TP	0.468	0.794	0.468	0.500	0.618	0.430	

Notes:

AD: Organizational Culture (Adaptability)

MI: Organizational Culture (Mission)

CP: Employee Performance (Contextual Performance)

PSM: Public Service Motivation

IV: Organizational Culture (Involvement)

SL: Servant Leadership

TP: Employee Performance (Task Performance)

Inner Model Evaluation

The evaluation of inner model started by examining the predictor construct for collinearity through VIF values. VIF values greater than 5 indicated a collinearity among predictors of the constructs. As shown in Table 4, VIF values were below 5 then it can be said that the variables in this study are free from collinearity problems.

TABLE 4. Collinearity Test Result

Variable/Dimension	VIF Value
Servant Leadership	1.00
Organizational Culture	
a. Mission	2.603
b. Involvement	3.066
c. Adaptability	2.299
Public Service Motivation	1.000
Employee Performance	
a. Task Performance	2.134
b. Contextual Performance	2.134

Assuming collinearity is not an issue, the first key metric to examine is R^2 , or the coefficient of determination, ranges from 0 to 1, indicating the strength of the relationship; 0 signifies no relationship, whereas 1 represents a perfect one. As shown in Table 5, R^2 values of employee performance variable was 0.48 which classified as moderate and indicated that the dependent variable of employee performance was impacted by its independent variable by 0.48 or 48%, while the remaining 52% was also influenced by exogenous variables. Furthermore, the public service motivation variable had an R^2 of 0.32 which was classified as weak, indicating that the public service motivation variable was influenced by its independent variable by 0.32 or 32%, while the remaining 68% was influenced by unexamined exogenous variables.

TABLE 5. Coefficient of Determination Test Result

Variable	R ²	R ² Adjusted
Employee Performance	0.48	0.48
Public Service Motivation	0.32	0.31

The effect size (f^2), the second evaluation criterion, is categorized as small (0.02), medium (0.15), or large (0.35), with values below 0.02 indicating no effect (Hair et al., 2019). As shown in Table 6, the relationships between organizational culture and employee performance, organizational culture and public service motivation, and servant leadership and public service motivation showed small effect sizes, respectively 0.071, 0.066, and 0.030. Furthermore, there is a medium effect size on

the relationship between public service motivation variables and employee performance, namely 0.250, while servant leadership and employee performance do not have an effect size (0.000).

TABLE 6. Effect Size Test Result

Variable	Employee Performance	Public Service Motivation
Organizational Culture	0.071	0.066
Public Service Motivation	0.250	
Servant Leadership	0.000	0.030

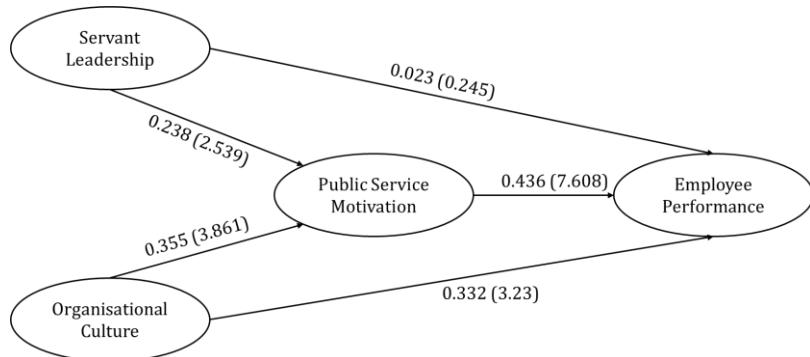
The third criterion involved assessing predictive relevance through blindfolding (Q^2); a Q^2 value exceeding zero confirmed the path model's acceptable predictive accuracy for the construct. As shown in Table 7, the Q^2 value of the employee performance variable was 0.398, indicating that the variables of servant leadership, organizational culture, and public service motivation had relevance in predicting employee performance variables. Likewise, the Q^2 value of the public service motivation variable was 0.298, indicating that the variables of servant leadership and organizational culture had relevance in predicting public service motivation variables.

TABLE 7. Blindfolding Test Result

Variable	Q^2
Employee Performance	0.384
Public Service Motivation	0.298

Hypothesis Testing

Finally, the path coefficients' sizes and significance were assessed to ascertain the magnitude and direction of the independent variable's influence on the dependent variable. A significant relationship ($p<0.05$) was indicated by a t-statistic exceeding 1.645. Figure 2 displays the results of the hypothesis testing through a path diagram, and Table 8 summarizes these findings.

**FIGURE 2.** Structural Model Path Diagram

As illustrated in Figure 2, both the path coefficient and t-value are positive, demonstrating a positive relationship between the tested variables. All of the relationships between variables had t-value greater than 1.645 which indicated that significant relationship was observed between the variables, except the relationship between servant leadership and employee performance. The t-value was 0.245 which was under 1.645 then it said to be no significant. According to the result of direct effect testing, H1 was rejected (t-value = 0.245, path coefficient = 0.023), H2 was accepted (t-value = 2.539, path coefficient = 0.238), H3 was accepted (t-value = 0.323, path coefficient = 0.332), H4 was accepted (t-value = 3.861, path coefficient = 0.355), and H5 was accepted (t-value = 7.608, path coefficient = 0.436).

TABLE 8. Path Coefficient Test Result

Direct Relationship	Path Coefficient	T Statistic	p-values	Hypothesis	Conclusion
Servant Leadership → Employee Performance	0.023	0.245	0.403	H1	Rejected
Servant Leadership → PSM	0.238	2.539	0.006	H2	Accepted
Organizational Culture → Employee Performance	0.332	3.230	0.001	H3	Accepted
Organizational Culture → PSM	0.355	3.861	0.000	H4	Accepted
PSM → Employee Performance	0.436	7.608	0.000	H5	Accepted

Additionally, this study analyzed indirect relationships (Hypotheses H6 and H7), which were mediated by PSM. As shown in Table 9, H6 and H7 were accepted because the t-value were 2.326 and 3.618 respectively, which were ≥ 1.645 . These findings provide evidence that PSM functioned as a mediating variable in the relationships linking servant leadership to employee performance and organizational culture to employee performance. Based on the hypothesis testing results, the analysis indicated that PSM exhibited full mediation in the relationship between servant leadership and employee performance, yet only partial mediation in the relationship between organizational culture and employee performance.

TABLE 9. Indirect Effect Test Result

Path	Path Coefficient	T statistic	P values	Hypothesis	Conclusion
Servant Leadership → PSM → Employee Performance	0.104	2.326	0.010	H6	Supported, Complete Mediation
Organizational Culture → PSM → Employee Performance	0.155	3.618	0.000	H7	Supported, Partial Mediation

Discussion

The findings for H1 indicated a positive but non-significant relationship between servant leadership and employee performance. This outcome aligns with [Sihombing et al. \(2018\)](#), who similarly found no direct, significant link between these variables at Bank Tabungan Negara (BTN). However, [Sihombing et al. \(2018\)](#) suggested that servant leadership could indirectly influence performance via factors such as rewards, organizational culture, and job satisfaction.

Hypothesis H2 demonstrated that servant leadership positively and significantly affects public service motivation. This finding corroborates previous research by [Mishra & Hassen \(2023\)](#) that servant leadership positively and significantly influences public service motivation in a low path coefficient (0.28) which indicate that public sector leaders should focus on cultivating servant leadership qualities like accountability, empowerment, originality, perseverance, and effective work management to significantly boost employee PSM. [Tuan \(2016\)](#) also found that the presence of servant leadership in public organizations can effectively activate PSM. This highlights the necessity of developing servant leadership at all stages, from leadership training to strategic succession planning. Furthermore, it was also stated that servant leadership needed to be developed not only at the leadership level but by every employee who serves the public to be able to prioritize common interests rather than their own interests. [Hassan et al. \(2022\)](#) also had research results that are in line with this study and clearly stated that leaders could explain the vision of public service to and guide employees to achieve that vision, by acting as role models in providing selfless service to the public.

Consistent with the hypothesis, the finding for H3 aligns with evidence from [Pujiono et al. \(2020\)](#) which discovered a strong organizational culture is crucial for enhancing performance. By cultivating core values and distinct attributes, a well-developed culture empowers an organization to surpass competitors. This culture directly shapes employee behavior, motivating individuals to achieve higher performance. This was also in line with the research results of [Gencer et al. \(2023\)](#) that organizational culture could affect performance. The presence of a shared value system in the

work environment facilitates augmented employee performance, attributable to the increased perception of organizational integration and the subsequent alignment of individual contributions with overarching organizational objectives. In addition, there was research from [Ugwu & Ejikeme \(2023\)](#) which supported the results of this study which stated that organizational culture affected employee performance by implementing the following practices: disseminating information so that everyone could access it, increasing employees' sense of belonging so that they could make a positive contribution to the organization, recognition of part of the team, and development of employee skills and training.

The finding obtained for H4 provided consistent support for the proposed hypothesis, a result that agrees with a study undertaken by [Hassan et al. \(2022\)](#) stated that organizational culture was the main drive for employees to serve the community selflessly. Organizational culture significantly influences and regulates employee behavior within the workplace. A culture that had spirituality in the workplace that was embedded in the vision, mission, and values of the organization, would be able to shape employee mindsets and behaviors with positive values in serving the public so that employees were encouraged to work for the common good, prioritizing public interests over personal interests.

The result of H5, which supported the hypothesis, were also evidenced in some previous studies. [Liu & Zhao \(2022\)](#) discovered PSM played a role in improving employee performance where employees had high motivation in serving the public, employees would be more proactive in helping others. In addition, [Fan et al. \(2022\)](#) also found that a positive correlation between PSM and individual performance has been established in studies undertaken across several nations. In other words, increasing public service motivation was an effective way to improve individual performance in the scope of their work. [Mishra & Hassen \(2023\)](#) also believed that public service motivation could significantly predict employee performance with a high coefficient value (0.67) which showed that individual performance was effectively predicted by the intrinsic motivation facet of public service.

Additionally, the results of H6 and H7 revealed a positive mediating effect of PSM on the relationships between the variables examined, and it was consistent with research conducted by [Mishra & Hassen \(2023\)](#), [Liu & Zhao \(2022\)](#), [Hutabarat \(2015\)](#), and [Budiman \(2013\)](#). [Mishra & Hassen \(2023\)](#) stated that public service motivation significantly mediated the relationship between servant leadership and job performance. This indicated that when employees had high public service motivation and were supported by servant leadership, job performance could increase. Similar research results were also found by [Liu & Zhao \(2022\)](#) where PSM could indirectly influence work performance by mediating the impact of servant leadership. Servant leadership benefits public sector organizations by fostering PSM which emphasizes employee development and fulfilling their needs, inherently boosts employees' desire to serve others and their willingness to provide assistance. This intrinsic motivation to serve, in turn, is expected to progressively enhance employee performance. Consequently, this study contributes empirical evidence that public service motivation can mediate the relationship between servant leadership and employee performance, particularly within the public sector context. Furthermore, supporting H7, [Hutabarat \(2015\)](#) asserted there was an indirect relationship between organizational culture and performance through work motivation in high schools which an effective and collaborative culture can encourage employee and student motivation and increase productivity. In addition, [Budiman \(2013\)](#) also explained in his research that public service motivation could mediate the relationship between organizational culture and employee performance. It was also explained that organizational culture could create an environment that supported work and motivated employees to serve the public. Motivated employees would dedicate themselves to their work to achieve optimal performance.

LIMITATION

This research had several limitations. Firstly, utilizing a self-administered questionnaire would impact on a biased opinion, especially to evaluate employee performance. Employees could subjectively evaluate their performance based on their opinion though it was not suitable with their target realization. To gain a more comprehensive understanding, subsequent research might merge self-reported data with alternative data points, such as observational records or performance evaluations provided by superiors or peers. Secondly, future research could utilize a broader

population so that the result could generate a big picture of GEO as whole thus leader could arrange appropriate strategy to implement and boosting the public service motivation and employee performance. Lastly, the lack of consideration for respondents' demographic backgrounds as control variables, might have an impact on the relationships between servant leadership, organizational culture, public service motivation, and employee performance. Thus, subsequent studies should investigate if demographic variables like gender, education, age, and job tenure could strengthen or weaken public service motivation and employee performance.

CONCLUSION

The strong impact of public service motivation was understandable because the idea was fundamental to what public service entails (Perry & Vandenabeele, 2015). This study found that PSM fully mediated the relationship between servant leadership and employee performance, but only partially mediated the link between organizational culture and employee performance. Increased servant leadership and organizational culture lead to higher employee performance, as employees are more motivated to achieve organizational targets through their PSM. This study contributes to the human resources literature, particularly within the public sector, regarding PSM (Mishra & Hassen (2023); Hassan et al. (2022); Budiman (2013); Lee et al. (2020)). Meanwhile, servant leadership's ability to improve employee performance was contingent upon its influence on public service motivation, thereby signifying the crucial importance of employees' intrinsic drive to serve stakeholders.

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