How Effective Leadership Mediates the Influence of Organizational Culture, Governance, and Integrity on Employee Performance

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Abstract

This research analyzes the mediating role of leadership in connecting organizational culture, governance, integrity, and public servant effectiveness. By using a stratified proportional random sampling technique, data was collected from 181 employees at KSOP offices and examined using SmartPLS 4.0 for Structural Equation Modeling (SEM-PLS). The results uncovered that while organizational culture and governance independently exhibited restricted immediate influence on staff performance, integrity and leadership demonstrated noteworthy impacts. Leadership was found to facilitate the relationship between integrity and performance, emphasizing the significance of ethical and transparent practices. This study offers theoretical and practical understandings, accentuating leadership as a pivotal lever for enhancing organizational principles, governance frameworks, and integrity, thereby bettering general worker performance. These conclusions add to developing incorporated models that synchronize leadership strategies with organizational goals to cultivate sustainable public sector performance.

Keywords: *Leadership, Organizational Culture, Governance, Integrity, Employee Performance, Research Type; Doctoral Dissertation.*

Introduction

An organization's need for high-quality leadership has received increas- ingly substantial attention in relation to improving employee performance (Day, 2000). Previous research and shifts in business dynamics showcase that the interface of organizational culture, governance, and integrity builds productive work cultures (Alkaraan et al., 2023; Di Vaio et al., 2022; Maghsoudi & Nezafati, 2023). The competitive pressures and organizational restructuring in Indonesia required the strong leadership to embed these organizational values (Lubis et al., 2022; Putra, 2020; Siregar et al., 2023). Apascaritei & Elvira, (2022), Reddy et al., (2022), studies show that organizations excel in resilience and productivity where high-performance cultures, ethical governance, etc exiSD strengthened by adequate leadership. Specifically, Indonesia corporate environment has been in the spotlights where demands for integrity and transparency have increased through an increasingly tougher regulatory framework and public expectations that highlight on the relationship between leadership and organisation characteristics in delivering sustainable outcomes (I. Adam & Fazekas, 2021; Dwianto, 2024; T. A. Gardner et al., 2019; Triatmanto & Bawono, 2023; Tsolakis et al., 2021).

Although the value of organizational culture, governance and integrity has been proven, their actual effect on employee performance is not so clear-cut in practice (Abdelwahed et al., 2023; So & Lafortezza, 2022; Wan et al., 2020). Dealing with the inevitable challenges that arise among their teams and success is often as diverse in form as it is in style or place, yet many organizations lack processes that allow performance outcomes to occur consistently as different leadership styles across teams and inconsistent levels of employee engagement emerge and add different dimensions (Huertas-Valdivia et al., 2019; Kwon & Kim, 2020; P. Li et al., 2021). Private and public companies in Indonesia also show that leadership quality facilitates or reduces performance by amplifying or mitigating the effects of several factors already discussed

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(Iqbal et al., 2020; K. S. Pribadi et al., 2021; Stremersch et al., 2022). Effron et al., (2018), Gardner et al., (2021), Keränen et al., (2023), leadership is fundamental not only in laying down the ground for bringing good governance and integrity but is even more critical because it induces a culture where employees will strive to give their best effort. Without competent strategic leadership, it is unlikely that the positive impact of ethical organizational culture will be maximized to improve employee performance (Stahl et al., 2020; Thelen & Formanchuk, 2022; Umuteme & Adegbite, 2023). Therefore, the variation in performance results indicates a persistent issue that needs to be investigated deeply.

The transformational leadership theory is the main theoretical basis of this study, utilizing it to investigate how leaders mediate organization culture, governance and integrity on performance (Katou, 2015; Para-González et al., 2018). Ojha et al., (2018), Randel et al., (2018), Yue et al., (2019), transformational leadership focuses on the ability of leaders to inspire and align employees around organizational goals, fostering feelings of ownership and honesty among employees. The theory is essential in high-risk environments where ethical and governance expectations directly affect business performance (Brown et al., 2009; Lightstone & Driscoll, 2008; Zwikael & Smyrk, 2015). Not only do leaders with transformational characteristics drive more aligned adherence to organizational values, but they also facilitate increased engagement, productivity, and accountability (Marcos Cuevas, 2018; Olson et al., 2019; Setiawati et al., 2024; Zafar et al., 2023). Under this perspective, leadership can be identified as a potentially most crucial mediator between organizational culture and governance (the independent variables) and employee performance the outcome variable (Marcos Cuevas, 2018; Naqshbandi & Tabche, 2018; Sabila et al., 2024; Tsai, 2011).

While the literature on the effect of organizational culture, governance and integrity practice have received significant scholarly attention over the last two decades, their exact relationship with employee performance remains inconclusive. This indicates a potential research gap as many research findings in Indonesia have been contradictory and suggest that leadership may act as a mediating or intermediate variable in this relationship (Dharmayanti et al., 2023; M. Yang et al., 2023). This study is an attempt to fill this void by exploring the role of leadership in maximizing the effect of organisational culture, governance and Integrity on Performance. (Maghsoudi & Nezafati, 2023; Martínez-Caro et al., 2020; Meng & Berger, 2019; Olan et al., 2019), Organizational culture has a positive effect on performance. considers Ahmadi et al., (2018), Lin et al., (2020), Najmi et al., (2018), that Governance does not significantly affect performance without any influence of leadership. A possible interpretation of this difference is that leadership can be important for enhancing and mediating the positive effects of organisational factors (Avolio et al., 2004; Jung et al., 2003). While a positive effect of integrity on performance was documented (Birasnav et al., 2015; Choi & Wang, 2007; Hoang et al., 2021), highlight leadership as a bridge by mediating organizational value systems to enhance performance. Consequently, leadership is seen to be a part of the solution in reconciling diverse outcomes suggesting that organizations with leadership development mechanisms might accomplish more uniform results (Dansereau et al., 2013; Denis et al., 2000; Rudolph et al., 2018). This urgency in closing this gap directs the need to enhance our understanding of how leadership will not only drive employee outcomes directly but also maximize the roles of culture, governance and integrity. This examination of leadership as a mediating variable corresponds with international data suggesting more productive and engaged employees in organizations where an energized, value-adding leadership is practiced (Ng et al., 2021; Sanhokwe, 2023). Therefore, our focus on leadership in Indonesia adds to the understanding that reconciles prior mixed findings and offers roadmap for organizations to lead cohesively towards productive performance outcomes (Ketprapakorn, 2019).

This study aims to analyzed the position of leadership as a mediator from organizational culture, governance and integrity on employee performance. The research conducted seeks to discover how leadership can then reinforce and build on the positive influence of these organizational the key drivers, as such creating an integrated model for organisations to utilise where strategic development of their leadership can improve performance aligned with mission and purpose. This study carries both theoretical and practical implications, offering guidance on leadership as a lever for aligning organizational values, improving governance structures, and cultivating integrity culture. It will also offer organizations actionable insights on better incorporating leadership into their performance management systems so that, beyond an

immediate impact, leadership can be complemented by increasing the effect of all other organizational factors on overall employee performance.

Literature Review

Theoretical Concepts Research

Theoretical grounds of the relationship among organizational culture, governance, integrity, leadership and employee performance. Central to this idea, the Resource-Based View (RBV) and Social Exchange Theory (SET) concepts help us understand how these organizational aspects can impact performance (B Wernerfelt, 2015; Miller, 2019). We argue that internal resources of the organization like culture, governance and ethics are essential for gaining competitive advantage (Barney et al., 2010) in recent years as emphasised by Resource Based View (RBV). On the contrary, you might even argue that SET extols the mutual interdependencies between leaders and employees; to be more specific, leadership effectiveness is considered not only one of the main antecedents but also a necessary prerequisite for organizational performance (Luqman et al., 2023; L. Yang et al., 2020). Another theory that has been studied relevant to this aspect is transformational leadership (Hetland et al., 2018; Kammerhoff et al., 2019; Siangchokyoo et al., 2020), which postulates that leaders who help followers internalize the goals and objectives of the business are better able to increase individual- and organizational-level performance. These frameworks imply that leadership is not just a performance driver but also mediates between organizational drivers and employee outcomes. Although theory emerged years ago seen so many recent studies discuss these frameworks especially within the context of public service organization in which leadership can act as a crucial variable to facilitate embedding values such integrity and governance (Damşa et al., 2021; Hanaysha et al., 2023; Hennessy et al., 2022; Moreira-Fontán et al., 2019).

Performance of Public Service Employees (Y)

Employee performance in public service organizations is a critical area of research, as it directly impacts service delivery and public trust. Public service employee performance is influenced by various organizational and individual factors, including organizational culture, governance structures, leadership, and personal attributes such as motivation and job satisfaction (N. A. Khan & Khan, 2019; Sihombing et al., 2018; Triguero-Sánchez et al., 2022). Public organizations often face unique challenges such as limited resources and bureaucratic structures, which make employee performance a focal point for improving efficiency and service quality (Busch et al., 2018; Miao et al., 2018; Ocampo et al., 2019). Mozumder, (2018), Pasricha et al., (2018), Phillips et al., (2019), have argued that clear performance standards, ethical leadership, and robust organizational culture are pivotal in enhancing public service delivery. The performance of public employees, particularly in Indonesia, is increasingly linked to the implementation of good governance practices and ethical conduct (Dharmayanti et al., 2023; Rusydi et al., 2020). These factors ensure that employees are not only motivated but also adhere to organizational values that align with public sector goals, leading to improved service outcomes and overall public satisfaction. This has also been discussed in several previous studies related to Public Service Employee Performance as an independent variable (Y. Li & Shang, 2020; McCarthy et al., 2022; Narayanamurthy & Tortorella, 2021; Sharma et al., 2018).

The Effect of Organisational Culture on the Performance of Public Service Employees (X1)

Research also reveals strong negative impacts of organizational culture on the performance of public service employees. The presence of a certain quality of OCB ensures that the required behaviors and attitudes are maintained at a desirable level (Aguiar-Quintana et al., 2020; Kloutsiniotis & Mihail, 2020). Culture has a positive effect on improving performance through the mediation of employee engagement, motivation and job satisfaction Song et al., (2018), Wang et al., (2020), Employees in public institutions perform better when there is a good organizational culture that fosters togetherness with efforts geared towards a common objective (Al-Swidi et al., 2021; Lysova et al., 2019). Such culture is important to foster especially in Indonesia, which is already known with the low bureaucracy quality of public organization (U. Pribadi & Kim, 2022; Yustia & Arifin, 2023). In addition, organizational culture creates a greater sense of employee commitment to public service values which results in increased productivity and enhanced quality of service

delivery (Berberoglu, 2018; Lapuente & Van de Walle, 2020). Organizational culture leads to a factor that affects employee performance in public service organizations, creating an adaptive and supportive organizational environment for employees is crucial for the organizational performance improvement (Parent & Lovelace, 2018; Zacharias et al., 2021).

H1: Organizational Culture positively influences the performance of public service employees.

The effect of good governance on the performance of public service employees (X2)

Governance is now acknowledged as an important driver of public service employee performance. This consiSD of the principles of transparency, accountability, responsiveness and ethical behaviour which is highly important in organization for building trust and motivation of employees (Akman, 2021; Jiang & Luo, 2018). Al-Swidi et al., (2021), Beeri et al., (2019), their research paper on Good Governance. Demonstrated that high quality governance is an essential pre-condition of employee performance as it inspires a sense of confidence amongst employees when they believe that their contributions are valued by organizational leaders and moreover those leaders are held accountable for the consequences arising out of the organization decisions (Bakker et al., 2023; Elsetouhi et al., 2018; W. G. Kim et al., 2020; Ma et al., 2021; Mi et al., 2019). Doing so in the Indonesian public sector has connected good governance to good public sector performance through optimum resource allocation and employment with clear expectations on their roles and responsibilities (Clò et al., 2020; Lewis et al., 2020; Zuo & Lin, 2022). In addition, better governance leads to less corruption and inefficiency, which improve employee morale and productivity (I. O. Adam, 2020; A. Khan & Krishnan, 2021). Hence, good governance is also an important factor influencing the employee performance in the public sector as it enhances operational efficiency and employee trust and engagement (Ahn & Chen, 2022; Naher et al., 2020).

H2: Good governance positively influences the performance of public service employees.

The Effect of Integrity on the Performance of Public Service Employees (X3)

While workplace integrity is vital to employee performance, it remains especially critical in sectors reliant on public service where trust and accountability must be at the forefront. Employees with a high degree of integrity are more likely to act in accordance with the values of an organization, comply with ethical standards, and create a positive organizational culture (Graham et al., 2022; Thelen & Formanchuk, 2022). This directly affects employee performance based on trust and fosters their respective ethical behaviour (Eluwole et al., 2022; Johari et al., 2021; Taylor, 2018; Yasir & Khan, 2020). In Indonesia, it is an indispensable prerequisite for enhancing performance that public employees uphold integrity, as corruption and other unethical acts might resist their efforts to make good performing of bureaucracy (Myeza et al., 2021; Sovacool, 2021; Sovacool et al., 2022; Y. Wang et al., 2019). Research shows that when public service employees uphold integrity, they engage in positive behaviors that contribute to the objective of organizations resulting in meaningful and trustworthy services (Y. Li & Shang, 2020, 2023; Men et al., 2020; Qiu et al., 2019). Thus, integrity not only plays a pivotal role in ethical conduct but also improves employee motivation and job satisfaction leading to increased performance levels of public organizations (Fernando & Bandara, 2020). This research is also discussed by several previous researchers (Du et al., 2018; Szczepaniuk et al., 2020; Warkentin & Orgeron, 2020; Zahid et al., 2022).

H3: Integrity positively influences the performance of public service employees.

The Effect of Leadership on the Performance of Public Service Employees (X4)

It is well-accepted that leadership has a very important role to effectively induce employee performance, especially in public service organizations (Guhr et al., 2019; Hernaus et al., 2023; Hussain et al., 2018). Good leadership guides, inspires and supports employees to do their best work (Salas-Vallina et al., 2020). Previous research such as (Ghozali et al., 2022) shows that transformational leadership itself has a positive effect on employee performance, wherever transformational leaders can inspire employees to exceed their expectations in accordance with organizational goals. Public sector leaders and their capacity to inspire

determine the ultimate effectiveness of an organization, so that ethical behaviour and good communication positively impact employee performance in Indonesia (Ayu Putu Widani Sugianingrat et al., 2019). It also illustrates the role of leadership in establishing an environment that promotes innovation, collaboration and accountability needed for public service improvement (Bertot et al., 2016; Demircioglu & Audretsch, 2017). In addition, leaders who practice commitment to organizational culture, good governance and have integrity will induce these traits in their teams whereby employees tend to perform better than before (Maldonado et al., 2018). This research is also discussed by several previous researchers (Al-Swidi et al., 2021).

H4: Leadership positively influences the performance of public service employees.

Developing A Research Hypothesis Leadership as Mediation (Intervening Mediation)

Mediating Role of Leadership Related to the Influence of Organisational Culture on the Performance of Public Service Employees

In other words, leadership acts as an intermediary between organizational culture and employee performance especially in public service settings. In just one sentence, the leadership role of tortilla quality is in communicating and enacting its organizational cultural values to derive those values into productivity. As Purnama et al. According to Deick, Soderstrom and Binkley (2020), Of all the strongest drivers in an organization, leadership is the most widely accepted driver of culture, because leaders set how organizational culture is executed from day-to-day (Roscoe et al., 2019a, 2019b; Schiemann et al., 2018). In Indonesian public service organizations, culture exert a really strong influence over employees attitude and behavior and leadership ensure that cultural norms become established (Hendryadi et al., 2019; Prabowo et al., 2017; Srimulyani & Hermanto, 2022). When leaders live and breed abilities such as integrity, professionalism, and accountability in the organization, it encourages employees to embrace these values themselves which lead to better performance overall (Antunes & Franco, 2016; Tasoulis et al., 2019). Maamari & Saheb, (2018), Pawirosumarto et al., (2017), the influences of leadership from shaping organizational culture potentially impacting employee job satisfaction and performance outcomes. Likewise, the research of Graves & Sarkis, (2018), Hwang & Choi, (2017), Rohim & Budhiasa, (2019), also found that leadership behaviors have a direct positive effect on employee work motivation in the Public sector directly through organizational culture. Leadership plays a significant role in shaping such cultures, which can be beneficial (Al-Swidi et al., 2021; Meng & Berger, 2019)) show that leadership mediation of organizational culture can enhance employee productivity significantly, making it imperative for performance management in the public sector. For that reason, leadership not only acts as a mediator in the tie between organizational culture and performance but also is an important component to create a high-performance work environment (Mohammed & AL-Abrrow, 2023; Özçelik et al., 2016; Ruiz-Palomino et al., 2021).

H5: Leadership mediates the relationship between organisational and employee culture

Mediating Role of Leadership Related to Good Governance on the Performance of Public Service Employees

Overall, the mediating effect of leadership in the relationship between good governance and employee performance is crucial at public service organisations. The structural framework for organizational decision-making and behavior good governance outlines guiding principles, but it is leadership that makes sure the boat is on-course (Behie et al., 2023). By adopting transparency, holding themselves accountable as leaders, and adhering to the ethical conduct of governance, they are creating a workplace associated with good governance practices leading to greater employee performance (Hopper et al., 2017; Venkatesh et al., 2021). Hiniara & Bentein, (2016), Salas-Vallina et al., (2021) claims that governance frameworks require leadership to have an essential support system, adding the importance of encouraging employees to practice these principles by promoting better job satisfaction and performance. Kansal et al., (2018), Rustiarini et al., (2019), as an element that emphasizes the importance of leadership in enforcing governance standards, especially general guidance to be followed by employees in various levels and obligations for compliance with law and ethics particularly holds critical challenges in Indonesia public sector. Leaders who promote a culture of integrity and accountability increase employee motivation and performance (Chizema &

Pogrebna, 2019; Swain et al., 2018). However, if leaders communicate and model good governance practices, employees will internalize these values resulting in greater productivity and improved service delivery among public sector organizations (Hwang & Choi, 2017; Qiu et al., 2019; Yasir & Khan, 2020). Therefore, leadership does not only act as a facilitator for governing the practices but is also a driving force of their conversion into performance (Pikkemaat et al., 2018; Xavier et al., 2017).

H6: It is leadership that mediates the relationship between good governance and employee performance.

Mediating Role of Leadership Related to Integrity on the Performance of Public Service Employees

However, the link between integrity and employee performance in public service organizations is jobs was predicted to be significantly mediated by the role of leadership. Integrity is a key value that drives trust and ethical behavior in an organization, but it is leadership where values truly are engrained into the culture and surface level structures (Bachmann, 2017; Stokes et al., 2016). Ethical leaders who regularly walk the talk help reinforce a culture of integrity that translates into day-to-day activities (Cels, 2017; Graham et al., 2022). Schwepker & Dimitriou, (2021), F. Yang et al., (2019), if leaders stress integrity, employees be inspired to stick with standards of proper behavior and therefore lead to higher performance outcomes. In the Indonesian context, where integrity is often tested in the arena of public service, leadership as an example or role, about integrity is crucially important. This positively correlates to the performance of employees as leaders focus on integrity and accountability together (Swain et al., 2018). This is also supported by research such as Dey et al., (2022), Kelidbari et al., (2016), Naiyananont & Smuthranond, (2017), stated that leadership with ethical behavior will affect employee commitment and job satisfaction, therefore having an impact on good performance. Additionally, a research Daniels, (2021), McKenzie et al., (2019), states that the leadership's approach in promoting integrity is one of the most important factors determining an organizational culture that produces a high-performing and accountable workforce. Chizema & Pogrebna, (2019), Dey et al., (2022), as well, it can be confirmed that integrity-driven leadership supports organizational performance and improves morale among employees by complying with organization standards. Thus, leadership not only serves as a mediator in the relationships between integrity and performance but actually facilitates that integrity is played out within the organization which results in leading to the overall ethical, productive and high-performance workforce for public service organizations (Karam et al., 2017; Yazdanshenas & Mirzaei, 2023).

H7: Leadership is the mediator of the relationship between integrity and employee performance.

Developmental Research Model Framework
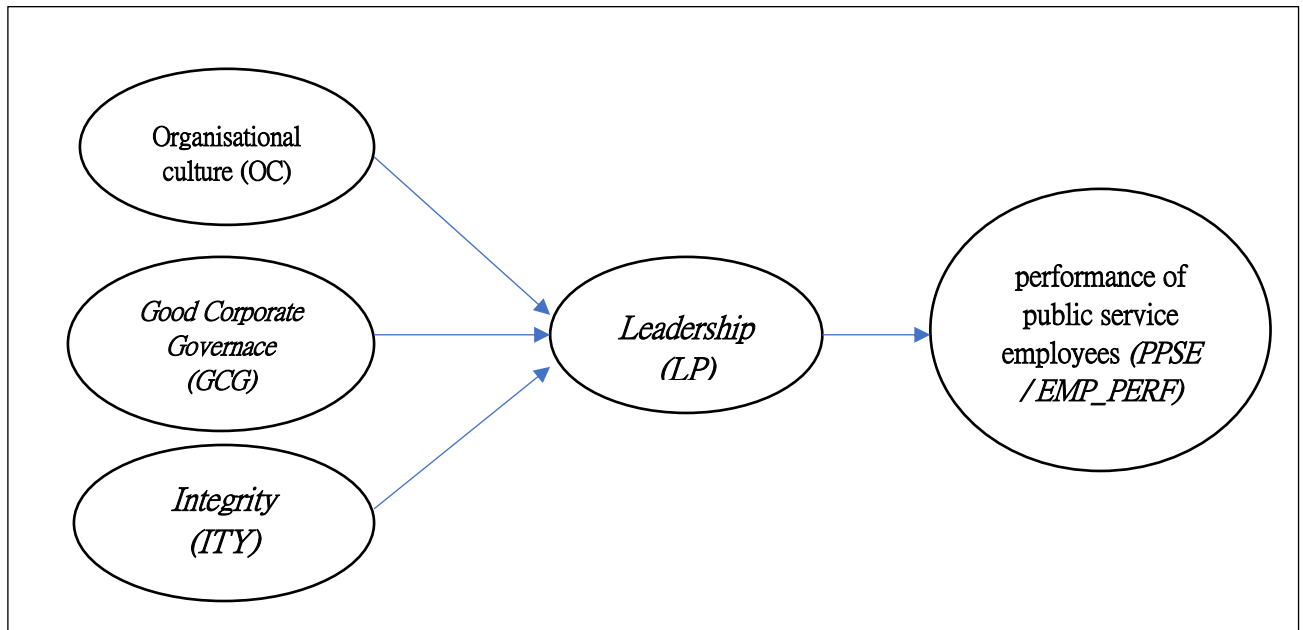
Figure 1.. Developmental Research Model Framework

Organisational culture (OC), Good Corporate Governace (GCG), Integrity (ITY), Leadership (LP), Performance of public service employees (PPSE / EMP_PERF)

A few central theoretical foundations support this framework:

- Resource Based View (RBV); RBV essentially assumes that organizations utilise their internal resources, such as culture, governance and ethical base to create a sustainable competitive advantage over their competition (Darcy et al., 2014; Karam et al., 2017). Such resources are vital for enhancing performance, especially in public sector settings where issues of organizational difficulties including scarce resources and hierarchal structures are common (Barney et al., 2010)

- Social Exchange Theory (SET): Although often discussed in terms of workplace relationships, the basic tenet of SET is that leaders and employees exchange power such that when a leader displays respect and trust their employee, one is likely to respond positively and vice versa. In this way, leadership acts not just as an antecedent but also a mediator in the process of promoting employee performance by providing proper exchange of values and behaviours aligned with the organizational goals (Cook et al., 2013; Cropanzano et al., 2016).

- Transformational Leadership: According to this theory, leaders must inspire and motivate employees in order for them to internalize the goals of any organization so that they may do their jobs better. Through its emphasis on ethical behavior and integrity, transformational leadership can create an organizational culture that fosters employee engagement and performance (Berkovich, 2016; Rolfe, 2011).

In recent years, studies found that these frameworks could be adjusted to conduct research in public service context and for starters, Indonesia is an example of how leadership well-implemented should affect the organizational culture as well as good governance and integrity behaviour. Leadership that embodies these values can motivate employees to be more engaged with their work and satisfied in their jobs and this is all a way to generate the effectiveness of public service (Ghozali et al. Developmental Research Model Framework weaves these theoretical perspectives into a construct that is two-directional in that it seeks to

identify and measure the nuanced interplay of organizational culture, governance, integrity and leadership as they impact employee performance. It captures the importance of leadership as a mediator to align organizational practices with behaviors and performance outcomes of employees.

Methodology Research

A transparent and systematic methodology is essential when undertaking quantitative research to guarantee the reliability and trustworthiness of the results. Identifying Suitable Research Design: Based on the research objectives and questions, a suitable approach is selected. Creswell et al. (2014), stated that a synchronized methodology gives departure points for data collection and analysis to assure that results could not only be correct but also generalizable. The population and sample selection should be representative of the research area so that it can draw conclusions that apply to a broader context. Moreover, appropriate instruments like the use of survey or questionnaire with the required methods of data collection increases the reliability of the data. In addition, applying established methods of data analysis like regression analysis or structural equation modeling (Hair et al., 2014) allow for robust results which can further enrich scientific knowledge. These methodological steps ensure that the research findings are trustworthy and have a sound basis for application practice or policy.

Research Design

Campbell and Stanley (1963) note that a causal-comparative research design helps support choice for studies being selected as indicating the relationships of the independent and dependent variables, but not on experimental evidence therefore finding it useful in social sciences where such methods may only be studied if feasible. The design allows the researcher to differ on different group or conditions when they both occur naturally for certain factors, such as at work. Also, through examination of things like culture, structure (governance), integrity, and leadership this method provides understanding to how these interact in relation to a very high level outcome with complexity or dimensionality such as employee performance. Kerlinger and Lee (2000) also observed that causal-comparative designs are especially helpful when researchers want to grasp how something works or function as a mediator (e.g. the role of Leadership on Employee Performance). The relevant theoretical background increases the validity of the results and therefore makes this framework appropriate for achieving the research aims.

Population and Sample

This study population is comprised of 181 KSOP office employees as listed classified by job types and education table 1. And in such a case, the stratified proportional random sampling method is used to make sure that each employee category is represented correctly in the sample. Stratified random sampling: This sampling method splits the population into clear-cut strata (for instance, job level and education) to ensure that an equal proportion of individuals are sampled from each group to represent the diversity of a specific population group within one sample (Fowler, 2014). Thus guaranteeing representativeness of all the subgroups present in the population and enabling to have more generalizable conclusions about the whole population.

Table 1. Data on KSOP Employees

No	Job Level	Position	Education Level	Total
1	Small	Staff/Functional	High School, D3, S1	42
2	Medium	Functional/Structural	S1, S2	122
3	Large	Functional/Structural	S1, S2, S3	17
Total				**181**

Source of data; Observation at KSOP office staffing 2024

According to the Slovin formula, 64 is its required size. This sample is then split proportionally across employee groups refer to Table. 2, ensuring the overall sample has representation equally across groupings, thereby increasing the accuracy and reliability of the study results further. Abstract. Stratified sampling is particularly useful for studying heterogeneous populations, since it guarantees the representation of small subgroups in the analysis and prevents bias on estimates and corroborates findings (Creswell et al., 2014).

Tabel 2. Proportionate Stratified Random Sampling

No	Job Level	Total Employees	Sample Size
1	Small	42	15
2	Medium	122	43
3	Large	17	6
Total		**181**	**64**

Source of data; Observation at KSOP office staffing 2024

Research Variables

The study includes the following variables dependen (Y):

The dependent variable of this research is Performance of Public Service Employees (Y), which means that employees are more productive, efficient and have good quality in carrying out their work according to their duties as public servants. Employee performance involves evaluating how well employees accomplish certain indicators: completing tasks, following guidelines, overall quality of work, and so on; as well as responsiveness to the needs of the public (Armstrong & Taylor, 2014).

Public service employee performance is a vital component of public satisfaction and citizen perceptions of effective government (Akinloye Akinboade et al., 2012). According to Campbell et al. According to Campbell et al (1993), employee performance includes the scope, quality, and contribution of work done toward effective functioning of organizational goals. This study examines the effects of organizational culture, good governance, integrity and leadership on performance which is suspected to improve productivity and service quality directly or indirectly.

The study includes the following variables Independen X1-3:

- Org Culture; Measure of beliefs, values and norms common to an organization impacting how employees behave (Denison, 2018). Organizational culture is instrumental in determining how employees interact with one another, engage in decision-making processes, and execute their roles. Schein (2010) argued that individual goals can be aligned with organizational goals, ultimately instilling commitment and performance to organization.

- Governance; This is regarding consideration of accountability, transparency and responsiveness when using or managing public services (Tauringana & Chamisa 2020). A good governance system has the ability to make decisions quickly and transparently in favor of stakeholders that have the potential to impact employee performance and behavior.

- Integrity; Employees' adherence to a code of ethics such as honesty, fairness and responsibility (Caldwell et al., 2018). Integrity is needed to have a trustworthy and productive environment of work. Treviño and Nelson (2017) explain, employees are more satisfied and committed to their organization when they work in a culture of integrity; this has positive implications on employee performance.

Mediation: Leadership Mediator for Growth (M)

Leadership; In this study, leadership is a mediator variable because the function of leadership related to employees development through guidance, motivation, and professional growth (Bass & Avolio, 2018). By ensuring that employees are equipped with the right guidance and means to achieve their own goals as well as those of the organization, strong management can also uplift employee performance. Leaders who develop and grow employees positively affect employee job satisfaction, motivation, and performance (Yukl, 2010). To put it another way, the objective of his study is to analyze the interaction from organizational culture, good governance and integrity towards employee performance through leadership as a mediator. The theoretical basis for this year's initiative is solid: Organizational variables play a key role in determining employee behavior and performance outcomes.

1.1 Research Instruments

Likert Scale is a common research tool designed to measure attitudes, perceptions and opinions in fields such as public administration, business and social sciences. This question type is a straightforward means of measuring subjective data, and respondents indicate whether they agree/disagree with each item that the scale houses. It usually has five options for a response such as: Strongly Agree (SA) Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD); thus, giving the opportunity to respond in more detail rather than just in black or white terms [22].

Helioscope Design Your Poll Dominate Your Competition The Importance of Likert Scale in Social Research Oct 2023 As Allen and Seaman (2007) explains, it gives researchers the ability to measure attitudes on a constant scale, meaning that data becomes easier to analyze. In addition, since psychological traits such as attitudes, satisfaction and behavioral intentions are abstract constructs which cannot be directly measured by a single question (Spector, 1992), the Likert scale is playing an essential role in survey-based research. It is an ordinal scale, meaning that the researchers are interested in ranking — not equidistance between levels (or proximity of two becomes either one or other level on the scale), so this type differs from interval or ratio scales.

For example, Likert-type questions in public service performance studies have provided useful data regarding employees' attitudes and behaviors towards their work environment, organizational culture and quality of received services. In Kim (2005), a Likert scale was also used to measure job satisfaction of public employees and proved to be useful second as it reflected differences between groups of employees. The contribution of the Likert scale to understand organizational dynamics within public institutions through measuring leadership attitudes, employee motivation and organizational effectiveness has been substantial (Spector, 1997). In sum, the Likert scale is relatively reliable for measuring complex aspects of variables that depend on selected responses to abstract judgements of respondents, and typically suited for analysis. It is one of the most popular instruments in social research due to its reliability, ease of application and validity.

Organizational culture, leadership and integrity are some of the key determinants that influence the performance of employees in public service which can help improve the refinement of public sector. For instance, an emphasis on innovation and risk-taking in organizational culture promotes a willingness to take new approaches that are critical to enhancing service delivery and responding to changes in citizen needs. This corresponds to the claim made that innovative way of working is essential for improving public service provision (Jensen & Meckling, 2018). Although some innovation is desirable and can push progress in a good direction, the implementation of novel practices brings risks that are too relevant to ignore and blindness to them may induce unnecessary complexity in public services (Bendell 2020). Conversely, paying attention in public service operations, this means employees are not just doing their jobs, but carry out the procedures thoroughly which leads to enhancing service satisfaction. Such dimension reinforces professionalism and scrupulousness in service quality provision (Liu & Lee, 2020) When employee oriented, the quality of service to others and team success highlighted by communication and collaboration are vital for public services (Northouse, 2019). Likewise, effective corporate governance especially with respect to transparency and the involvement of employees in decision making ensures that public service employees

will be held accountable and motivated to act according to organizational values. Decision-making processes that are more transparent scour the trust and morale of employees (Bovens, 2008) Lastly, leadership attributes like the self-awareness and empathy of leaders impact employee engagement and willingness to respond to citizens. Communicating leaders create trust and respect in the public services as they have the appropriate dialectical behavior (Goleman, 2013). Such leadership attributes also promote a culture of feedback and motivates employees to give their best that ultimately augments overall public service delivery. So, combination of such elements make the collective ecosystem of organizational culture, leadership and governance in public service for sustainable type that are more efficient and adaptive.

The leadership is the primary driver of a healthy organizational culture that shapes employee behavior and performance. One of the most important and indispensable leadership traits is self-awareness, as it will help you understand how your employees communicate their needs and feedback which plays a significant role in shaping your work environment. The leaders with plenty self-awareness could deal with procrastination and lack of initiative within their teams by providing constructive feedbacks and a sense of accountability (Goleman, 2013). Moreover, equal treatment and empathy is the key to building trust, which ensures employee satisfaction and engagement. When leaders demonstrate empathy, it naturally narrows the distance between one another, which paves the way to facilitate communication and also allows workers to feel recognized and heard (Baron-Cohen, 2015). In addition, being open to ideas and feedback from team members are core to building a collaborative and innovative atmosphere. Leadership that encourages feedback and welcomes new ideas creates better teamwork and employee morale, leading to effective organizational success (Northouse, 2019). Competitor respect also serves as an important determinant of good organizational culture it promotes ethical conduct, inspires employees to achieve and fosters a competitive spirit that enhances performance (Porter, 1990). Personal honor and discipline in the leaders' carry forward a tone on sufficiency of deadlines being met and ensuring timely completion of assignments by employees. Those leaders that uphold stringent levels of discipline in practice tend to influence their teams to follow suit, leading to a culture of accountability (Bass & Bass, 2008). Finally, leading with humanism embedding human-oriented values in leadership practices ensures that employees are motivated not only by external rewards but also with intrinsic ones like respect and personal development which make them more successful in the highest public service organizations (Burns, 1978).

The quality of public service delivery to the average citizen is directly impacted by these factors that contribute to how and what the public sector offer. For example, quality of service determine how much employees satisfy the demands of citizens. Employee satisfaction, taking pride in their work, or stepping outside of your role when necessary all establishes a favorable public image. A study by Shaw et al. Public service employees who exceed their role responsibilities are well-known to promote trust and satisfaction from the citizenry (2016). Efficiency, however, refers to the ability of employees to use their time and resources effectively in delivering on objectives. Public service efficiency in processes and timely completion of tasks enable citizens to receive their citizen services in a speedy manner without delay or interruption (Bryson, 2018). Another important component of this is responsiveness, that is, how fast employees deal with citizens' needs and requeSD. Employees who are friendly and willing to assist feel like home and increase the overall experience of citizens (Sørensen, 2017). In addition, commitment to the values of public service is very important; those employees who put the public interest above their private intereSD literally strengthen the trust and credibility in public institutions. Based on Latham and Pinder (2005) it can be said that public service committed employees most probably deliver high quality services. Another aspect contributing to increasing the standard of public service is due to advancements and improvements. Public service workers embracing new technologies and finding alternatives to service delivery have a better capability of meeting the demands on citizens which are changing (Osborne et al., 2016). At the end of the day, customer satisfaction is the final gauge of how well an employee has performed his/her duties in public service. Citizens who experience good results from services and hear back from staff members to make sure their needs are satisfied will most likely hold a positive view of public institutions. An atmosphere of team collaboration also reinforces the service delivery system, as a collaborative work approach improves the quality of services while also aligning employee efforts with organizational objectives (Edmondson, 2012).

Data Collection Technique and Instruments

The study uses reliable and valid scales in measuring organizational culture, good governance, integrity, leadership and employee performance. Denison's Model (2018) defines organizational culture through four traits adaptability, mission, involvement and consistency that are essential for both performance and employee engagement. Furthermore, the Competing Values Framework offers a thorough assessment of the cultural pillars driving productivity and organizational effectiveness. Good governance; A composite of items from Tauringana & Chamisa (2020) and includes four basic tenets of transparency, accountability, participation and rule of law which are necessary in order to have a link between governance practices and employee outcome at work especially in public service. Caldwell et al. assesses integrity that emphasizes a high standard of ethics, ethical decision making, honesty and the congruence between personal values and organizational values (Sweeney, 2018), all elements contributing to a positive organizational climate. AM: Leadership is operationalised through the Transformational Leadership Inventory by Avolio & Bass (2004) including its sub-dimension idealized influence, inspirational motivation, intellectual stimulation and individual consideration indicating its significant contribution to employee motivation, satisfaction and performance. Lastly, there is employee performance measured with the Employee Performance Scale by Sonnentag & Fritz (2019), which assesses both task and contextual performance as well as adaptive performance in terms of their qualitative and quantitative contributions toward the goals of an organization. With using these instruments will help in getting accurate measurements and achieving the research objectives with validated published instruments which make results strong for understanding public service effectiveness.

Data Analysis Techniques

SmartPLS 4.0 (Ringle et al., 2023) is used to analyse the data for this study, which is a tool for Structural Equation Modeling (SEM) with Partial Least Squares (PLS), suitable for testing complex relationships between latent and observed variables. SEM-PLS is also appropriate for prediction oriented studies, as well as models which include latent constructs measured with multiple indicators (Hair et al., 2021). The analysis has two main parts: assessment of the outer model (measurement model) and inner model (structural model), with their own quality metrics.

An outer model describes the relationship between manifest variables (indicators) and their corresponding latent constructs. The outer model can be assessed using indicator loadings; Composite Reliability (CR); and Average Variance Extracted (AVE). Standardized loadings over 0.7 are considered indicative of strong relationships between the observed and its corresponding construct. This purports internal consistency, in the sense that the indicators are highly correlated and consistently measure the same construct, because Composite Reliability should be greater than 0.7 (Hair et al., 2019). Greater than 0.5 AVE shows that the construct captures more variance from its indicators rather than error variance, therefore assuring a sufficient level of convergent validity (Fornell & Larcker, 1981).

The relationships between the latent variables path coefficients, R-squared values, effect sizes (f^2) are examined in the inner model. Path coefficients above 0.2 are a sign of important relationships, while R-squared values indicate the variance in the dependent variable explained by its independent variables and are also indicative of model predictive power (Cohen, 1988). This can be then complemented using the f^2 effect size to show the strength of each predictor variable in predicting the dependent variable (Chin, 2010). Descriptive statistics (means, standard deviations) will also be determined to summarize demographic data and characterize response distributions (this will provide context for sample characteristics and the central tendencies in responses). The significance of all these SEM-PLS evaluation metrics is it enacts the confirmation that as per valid stat-based calculations the measurement and structural model are robust and reliable thus providing significant understanding into relationship in data.

Result

Description of Variables

The variable analysis applies a scoring range from 1 to 5, with the respondent index calculated using the formula:

Index = (%F1 × 1) + (%F2 × 2) + (%F3 × 3) + (%F4 × 4) + (%F5 × 5) / 5. ....(1)

The three-box method categorizes survey responses objectively based on score ranges. To establish the index parameters, the maximum score is set at 64 by multiplying the highest response percentage of 100 by 0.5. In contrast, the minimum is 12.8 using 1% response. This yields a score span of 51.2. Dividing this difference into three equal intervals of approximately 17 each creates boundaries for classifying responses as low, medium or high. In particular, scores from 12.8 to 29.8 fall into the low group. The middle tier encompasses 30 to 47. And ratings between 48 and 64 place in the high bracket. Through systematically partitioning results into distinctive levels, this approach facilitates meaningful interpretation and analysis of participant feedback.

Organizational Culture Variable Description

The analysis of the company's culture revealed both consistencies and contrasts across responses. Indicator one, assessing shared values and visions, showed widespread agreement yet with varying perspectives. Measure two, focused on employee involvement and commitment, garnered consensus overall yet divergence in degrees of engagement. The third signifier, concentrating on consistency in organizational goals and strategies, attained unity in direction if not interpretation. Meanwhile, the fourth gauge, evaluating support for innovation and risk-taking, demonstrated endorsement yet with differing risk appetites. Dimension five, appraising emphasis on achievement and goal attainment, maintained unified drive while diverse methods. Finally, the sixth metric, reviewing emphasis on people and teamwork, closed with togetherness of purpose despite individual priorities. Weighing all cultural dimensions assessed, the general sentiment was of cohesion though with natural variations in viewpoints underscoring the inherent complexity within any organizational culture perceived across respondents.

Tabel 3. Organizational Culture Variable Description

Indicator	Response					Total	Category	Index
	SD	**D**	**N**	**A**	**SA**			
OC.1	-	-	7 (21)	25 (100)	32 (160)	64 (281)	56,2	High
OC.2	-	-	7 (21)	20 (80)	37 (185)	64 (286)	57,2	High
OC.3	-	-	7 (21)	18 (72)	39 (195)	64 (288)	57,6	High
OC.4	-	-	11 (33)	25 (100)	28 (140)	64 (273)	54,6	High
OC.5	-	-	9 (27)	22 (88)	33 (165)	64 (280)	56,0	High
OC.6	-	1 (2)	7 (21)	25 (100)	31 (155)	64 (278)	55,6	High
Average Index							**56,2**	**High**

Source of data; Processed in author's observation 2024 SmartPLS

Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

Description of Good Corporate Governance Variables

The analysis of Good Corporate Governance principles revealed consistently positive evaluations. Indicator GCG.1 showed that while some were neutral, the majority strongly agreed its measures were met, achieving an index of 54.2. GCG.2 surpassed this with an even higher score of 56.2, as over a quarter agreed and nearly two-thirds strongly agreed with its assessment. Slightly lower but still reflecting widespread agreement, GCG.3's index was 55.4. Maintaining the overall trend, GCG.4 also achieved a high index of 56.0 through comparable response patterns. GCG.5 demonstrated similarly robust consensus, attaining an index of 55.6. In total, the average index across all GCG indicators was a lofty 55.5, solidifying the perception among participants that good corporate governance guidelines are well-established within the organization.

Table 4. Description of Corporate Governance Variables

Indicator	Response					Total	Indeks	Category
	SD	D	N	A	SA			
GCG.1	-	-	11 (33)	27 (108)	26 (130)	64 (271)	54,2	High
GCG.2	-	1 (2)	5 (15)	26 (104)	32 (160)	64 (281)	56,2	High
GCG.3	-	-	11 (33)	21 (84)	32 (160)	64 (277)	55,4	High
GCG.4	-	-	10 (30)	20 (80)	34 (170)	64 (280)	56,0	High
GCG.5	-	-	8 (24)	26 (104)	30 (150)	64 (278)	55,6	High
Average Index							55,5	High

Source of data; Processed in author's observation 2024 SmartPLS

Description of Integrity Variable

The analysis of the Integrity variable reveals consistently strong perceptions across all indicators, as reflected by the elevated indices. IT.1 posted an index of 54.6, with the majority selecting "agree" at 27% or "strongly agree" at a robust 64%. IT.2 closely tracked with an index of 55.4, featuring a similar trend of consensus. IT.3 and IT.4 maintained healthy indices of 54.4 and 55.2 respectively, showcasing widespread affirmative reactions. The highest indices appeared with IT.5 and IT.8, both registering 56.0 and signaling an especially potent view of integrity in these spheres. Other indicators such as IT.6, IT.7, and IT.9 retained lofty scores ranging from 54.4 to 55.8, further corroborating consistent concurrence among respondents. Wrapping up, the overall average index for the Integrity variable was a high 55.2, characterizing it as such and accentuating the respondents' positive perception of integrity under the evaluated circumstances.

Table 5. Description of Integrity Variable

Indicator	Response					Total	Indeks	Category
	SD	D	N	A	SA			
IT.1	-	-	10 (30)	27 (108)	27 (135)	64 (273)	54,6	High
IT.2	-	-	9 (27)	25 (100)	30 (150)	64 (277)	55,4	High
IT.3	-	-	11 (33)	26 (104)	27 (135)	64 (272)	54,4	High
IT.4	-	-	8 (24)	28 (112)	28 (140)	64 (276)	55,2	High

Indicator	Response					Total	Indeks	Category
	SD	D	N	A	SA			
IT.5	-	-	6 (18)	28 (112)	30 (150)	64 (280)	56,0	High
IT.6	-	-	6 (18)	32 (128)	26 (130)	64 (276)	55,2	High
IT.7	-	-	6 (18)	29 (116)	29 (145)	64 (279)	55,8	High
IT.8	-	-	8 (24)	24 (96)	32 (160)	64 (280)	56,0	High
IT.9	-	-	11 (33)	26 (104)	27 (135)	64 (272)	54,4	High
Average Index							**55,2**	High

Source of data; Processed in author's observation 2024 SmartPLS

Description of Leaderhip Variables

The Leadership variable unequivocally demonstrated exceedingly elevated proximities crosswise over every sign, mirroring solid authority perceptions among members. Indicator LD.1 recorded an list of 54.4, with a greater part of reactions in the "consent" (28%) and "firmly concur" (64%) classes. LD.2 accomplished a somewhat more noteworthy list of 54.8, keeping up comparable reaction examples. LD.3 accomplished the most elevated list at 55.8, showing solid assent with authority identified with announcements. Indicators LD.4, LD.5, and LD.6 each had lists of 55.0 as well, additionally affirming reliably elevated perceptions of initiative quality. LD.7 completed the investigation with a list of 55.4, reestablishing the solid assent pattern. The general normal list for the Initiative factor is 55.1, order it as elevated and highlighting positive respondent perceptions of initiative in the assessed setting.

Table 6. Description of Leadership Variable Indicator Responses Total Index Category

Indicator	Response					Total	Indeks	Category
	SD	D	N	A	SA			
LD.1	-	-	10 (30)	28 (112)	26 (130)	64 (272)	54,4	High
LD.2	-	-	10 (30)	26 (104)	28 (140)	64 (274)	54,8	High
LD.3	-	-	7 (21)	27 (108)	30 (150)	64 (279)	55,8	High
LD.4	-	-	10 (30)	25 (100)	29 (145)	64 (275)	55,0	High
LD.5	-	-	8 (24)	29 (116)	27 (135)	64 (275)	55,0	High
LD.6	-	-	9 (27)	27 (108)	28 (140)	64 (275)	55,0	High
LD.7	-	-	9 (27)	25 (100)	30 (150)	64 (277)	55,4	High
Average Index							**55,1**	**High**

Source of data; Processed in author's observation 2024 SmartPLS

Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)

Description of Public Service Employee Performance Variables

The indicators regarding public employee job performance all point to consistently high marks. Survey results for EP1 show that most respondents either agreed or strongly agreed that workers are meeting expectations, with an index of 54.4. EP2 and EP4 achieved a similar index of 55.2, with agreement levels closely mirroring one another. Slightly higher scores of 55.4 for EP3 and EP5 provide further evidence of staff excelling in their roles. EP6's index came in at 55.6, while EP7 produced the strongest consensus at 55.8, signifying workers are fulfilling requirements to the greatest extent. Averaging 55.2 collectively, the indices categorized public sector performance as high overall, underscoring employees' strong efforts in serving communities. Variation exists between statements, but responses continually reinforce staff's commitment to quality work.

Table 7. Description of Public Service Employee Performance Variables

Indicator	Response					Total	Indeks	Category
	SD	**D**	**N**	**A**	**SA**			
EP.1	-	-	13 (39)	22 (88)	29 (145)	64 (272)	54,4	High
EP.2	-	-	8 (24)	28 (112)	28 (140)	64 (276)	55,2	High
EP.3	-	-	9 (27)	27 (108)	28 (140)	64 (275)	55,4	High
EP.4	-	-	9 (27)	26 (104)	29 (145)	64 (276)	55,2	High
EP.5	-	-	8 (24)	27 (108)	29 (145)	64 (277)	55,4	High
EP.6	-	-	9 (27)	24 (96)	31 (155)	64 (278)	55,6	High
EP.7	-	-	10 (30)	21 (84)	33 (165)	64 (279)	55,8	High
Average Index							**55,2**	**High**

Source of data; Processed in author's observation 2024 SmartPLS

Data Analysis

The research findings were evaluated using Structural Equation Modeling, specifically Partial Least Squares path analysis. This technique can circumvent issues like too much correlation between variables and small sample sizes, making it well-suited for new exploratory work and prediction. The PLS analysis happened in two phases: first looking at the outer model to check how well the measurement items fit, followed by inspecting the inner model to see the relationships between underlying concepts (Hair et al., 2017; Henseler et al., 2015). Doing the analysis in stages allows for a thorough review of both the structure and measures, providing insightful details on how everything connects. Additionally, some extra analytical methods were used to further break down the results, such as qualitative comparative analysis to understand which combinations of conditions lead to certain effects. Ultimately, the modeling uncovered not just direct links between factors but also intriguing indirect and moderating impacts, cultivating a richer grasp of how elements interact within the system under study.

Outer Model Testing

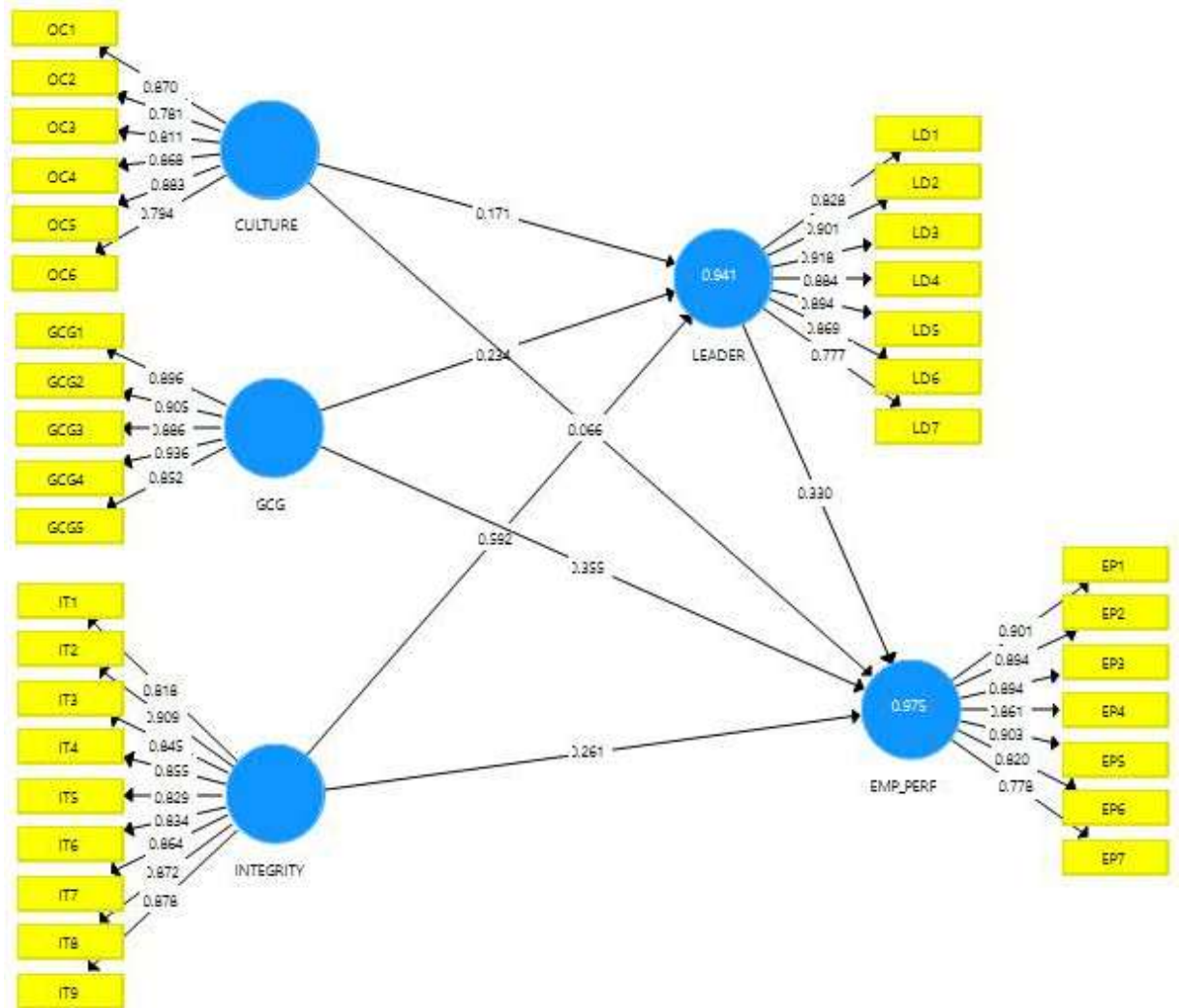The results of testing the outer model can be seen in the following figure:

Figure 2. Outer Model Results

Validity Test

The convergent validity test results for the outer model demonstrate strong validity across all indicators, as the loading factors exceed the threshold of 0.7. For the Employee Performance (EMP_PERF) construct, all indicators (EP1 to EP7) show high loading values, ranging from 0.778 to 0.903, confirming their reliability in measuring the construct. Similarly, the Good Corporate Governance (GCG) construct exhibits robust validity, with loading values for its indicators (GCG1 to GCG5) ranging from 0.852 to 0.936. These results indicate that the indicators for both constructs effectively measure their respective latent variables, ensuring the model's appropriateness for further analysis.

Table 8. Outer Model Convergent Validity Test Results

	CULTURE	**EMP_PERF**	**GCG**	**INTEGRITY**	**LEADER**
EP1		0.901			
EP2		0.894			

	CULTURE	EMP_PERF	GCG	INTEGRITY	LEADER
EP3		0.894			
EP4		0.861			
EP5		0.903			
EP6		0.820			
EP7		0.778			
GCG1			0.896		
GCG2			0.905		
GCG3			0.886		
GCG4			0.936		
GCG5			0.852		
IT1				0.818	
IT2				0.909	
IT3				0.845	
IT4				0.855	
IT5				0.829	
IT6				0.834	
IT7				0.864	
IT8				0.872	
IT9				0.878	
LD1					0.828
LD2					0.901
LD3					0.918
LD4					0.884
LD5					0.894
LD6					0.869
LD7					0.777
OC1	0.870				
OC2	0.781				
OC3	0.811				
OC4	0.868				
OC5	0.883				
OC6	0.794				

Source of data; Processed in author's observation 2024 SmartPLS

Discriminant Validity

Table 9. Cross Loading Result

The results delineated in Table 9 clearly indicate that all markers for the constructs of organizational culture, sound corporate administration, honesty, leadership, and worker execution have higher burden variable qualities for their particular covert variables than for different developments. Specifically, the stacking qualities for Employee Performance (EP1 through EP7) consistently demonstrate more grounded affiliations with the EMP_PERF segment contrasted with alternate sections. Likewise, the markers for Good Corporate Governance (GCG1 through GCG5) and Integrity (IT1 through IT9) likewise exhibit

more grounded connections with their own latent factors than with others. While the findings elucidate that every one of the constructs shows acceptable discriminant legitimacy, denoting that each development quantifies just what it plans to quantify without critical overlap with different developments. This is a key marker of the strength of the estimation demonstrate in catching the extraordinary parts of every single latent factor. The outcomes unquestionably demonstrate that the hypotheses and examinations were reasonable and the surmised connections among the factors are affirmed.

	CULTURE	EMP_PERF	GCG	INTEGRITY	LEADER
EP1	0.824	**0.901**	0.857	0.879	0.885
EP2	0.809	**0.894**	0.842	0.869	0.893
EP3	0.814	**0.894**	0.839	0.841	0.902
EP4	0.693	**0.861**	0.821	0.843	0.821
EP5	0.806	**0.903**	0.911	0.881	0.859
EP6	0.735	**0.820**	0.797	0.732	0.757
EP7	0.754	**0.778**	0.760	0.803	0.758
GCG1	0.783	0.850	**0.896**	0.840	0.838
GCG2	0.738	0.884	**0.905**	0.855	0.856
GCG3	0.753	0.853	**0.886**	0.831	0.822
GCG4	0.788	0.899	**0.936**	0.834	0.856
GCG5	0.804	0.824	**0.852**	0.799	0.803
IT1	0.826	0.839	0.820	**0.818**	0.858
IT2	0.822	0.871	0.813	**0.909**	0.850
IT3	0.730	0.802	0.778	**0.845**	0.792
IT4	0.762	0.878	0.828	**0.855**	0.838
IT5	0.701	0.815	0.834	**0.829**	0.787
IT6	0.818	0.809	0.783	**0.834**	0.819
IT7	0.740	0.798	0.769	**0.864**	0.831
IT8	0.672	0.793	0.766	**0.872**	0.795
IT9	0.702	0.842	0.766	**0.878**	0.828
LD1	0.697	0.798	0.756	0.848	**0.828**
LD2	0.785	0.889	0.857	0.852	**0.901**
LD3	0.862	0.902	0.872	0.873	**0.918**
LD4	0.746	0.893	0.853	0.884	**0.884**
LD5	0.816	0.872	0.788	0.826	**0.894**
LD6	0.762	0.821	0.839	0.777	**0.869**
LD7	0.771	0.718	0.690	0.776	**0.777**
OC1	**0.870**	0.757	0.711	0.723	0.771
OC2	**0.781**	0.777	0.749	0.754	0.782
OC3	**0.811**	0.697	0.667	0.726	0.686
OC4	**0.868**	0.759	0.670	0.748	0.762
OC5	**0.883**	0.755	0.735	0.713	0.737
OC6	**0.794**	0.750	0.786	0.743	0.738

Source of data; Processed in author's observation 2024 SmartPLS

The discriminant validity test examined how well each construct distinguished itself from the others. The Average Variance Extracted (AVE) values, shown in Table 10, confirmed this. Organizational culture, employee performance, good corporate governance, integrity, and leadership each had an AVE over 0.5, demonstrating sufficient variance explained within their own indicators. In particular, organizational culture scored 0.698, employee performance 0.749, good corporate governance 0.802, integrity 0.734, and leadership 0.754. These results provided evidence that the model appropriately distinguished each construct from the others. With discriminant validity confirmed, the ability of organizational culture, employee performance, good corporate governance, integrity, and leadership to represent distinct concepts had been established. In concluding, this study designed a model with satisfactory discriminant validity, with each construct accounting for a sufficient portion of the information in its corresponding measures.

Table 10. Discriminant Validity Results

	Average Variance Extracted (AVE)
CULTURE	0.698
EMP_PERF	0.749
GCG	0.802
INTEGRITY	0.734
LEADER	0.754

Source of data; Processed in author's observation 2024 SmartPLS

The discriminant validity testing analysis yielded intriguing results. As depicted in Table 11, the Fornell-Larcker criterion demonstrates that the square root of the Average Variance Extracted for each construct exceeds the correlation coefficients between constructs. Specifically, the square root of the AVE for culture (0.836), employee performance (0.865), good corporate governance (0.896), integrity (0.856), and leadership (0.869) surpasses the corresponding correlational values with other constructs. This signified that the constructs are distinct and not highly associated, supporting the inference that the variables in the study possess good discriminant validity. While the variables differentiate from one another, together they contribute to a cohesive understanding of organizational success through interrelated dimensions.

Table 11. Fornell Larcker Criterion Results

	CULTURE	**EMP_PERF**	**GCG**	**INTEGRITY**	**LEADER**
CULTURE	**0.836**				
EMP_PERF	0.898	**0.865**			
GCG	0.863	0.963	**0.896**		
INTEGRITY	0.880	0.967	0.929	**0.856**	
LEADER	0.895	0.972	0.932	0.961	**0.869**

Source of data; Processed in author's observation 2024 SmartPLS

Reliability Test

The reliability test produced striking results, as depicted in Table 12. All constructs in the conceptual framework demonstrated high internal consistency: CULTURE at 0.933, EMP_PERF at 0.954, GCG at 0.953, INTEGRITY exceeding expectations at 0.961, and LEADER posting an impressive 0.955. These composite reliability figures surmount the benchmark of 0.70, validating the model's robust internal structure in this research. The intricately interwoven constructs composited together coherently, fulfilling the criteria for strong structural integrity.

Table 12. Composite Reliability Result

Var	Composite Reliability
CULTURE	0.933
EMP_PERF	0.954
GCG	0.953
INTEGRITY	0.961
LEADER	0.955

Source of data; Processed in author's observation 2024 SmartPLS

Cronbach Alpha

The results from conducting the Cronbach's Alpha test, as depicted within Table 13, unveiled that all constructs namely, CULTURE (0.913), EMP_PERF (0.944), GCG (0.938), INTEGRITY (0.954), and LEADER (0.945) yielded Cronbach's alpha values which surpassed the satisfactory limit of 0.70. This signifies that all constructs incorporated within the investigation exhibited sound internal uniformity and dependable information, therefore satisfying the reliability standards established by Cronbach's alpha. Extended further, the high Cronbach's alpha values reflect that constituents within each construct were tightly interrelated and measuring a similar trait, confirming the constructs possessed great internal consistency.

Table 13. Cronbach Alpha Result

Var	Cronbach's Alpha
CULTURE	0.913
EMP_PERF	0.944
GCG	0.938
INTEGRITY	0.954
LEADER	0.945

Source of data; Processed in author's observation 2024 SmartPLS

Inner Model Measurement
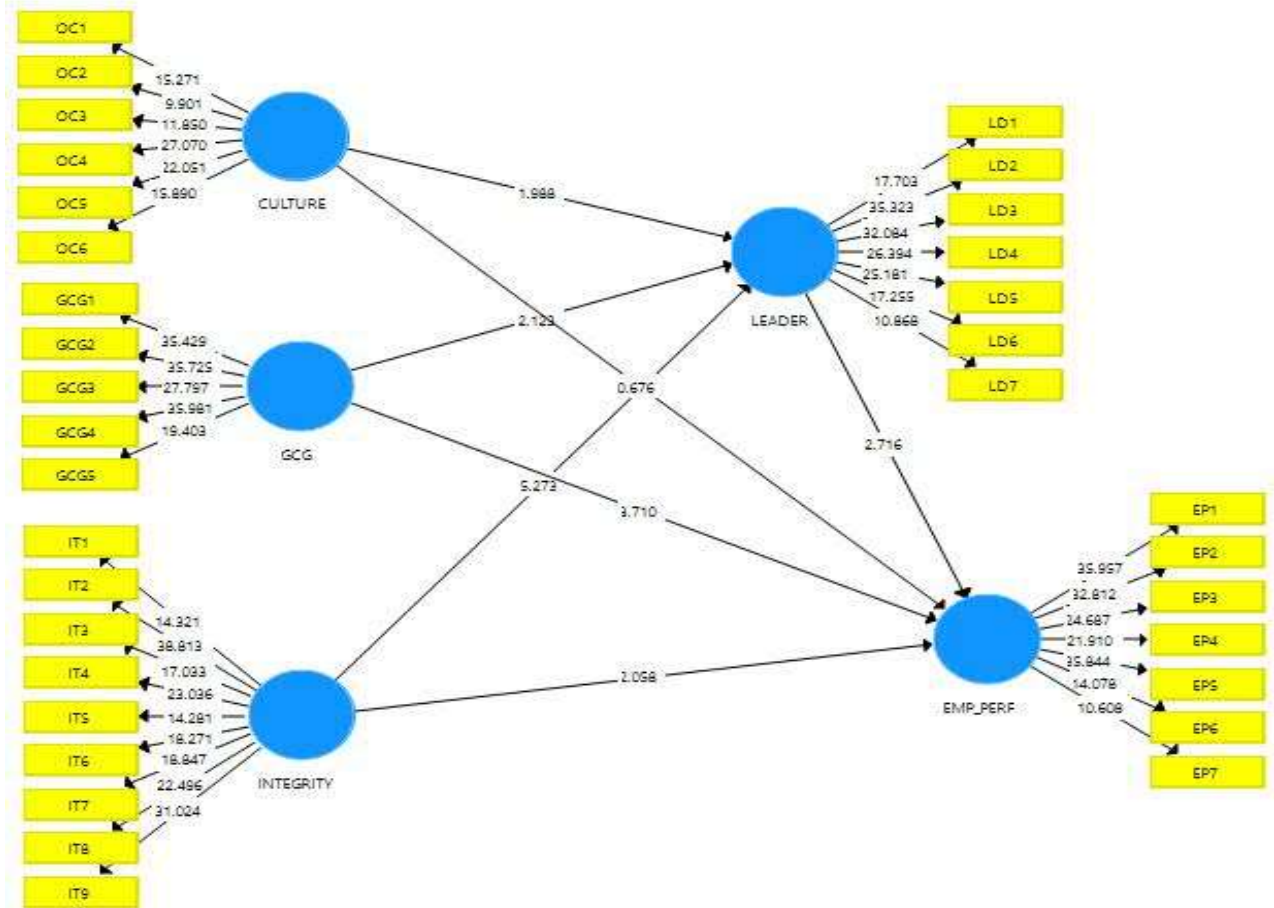
Figure 3. Inner Model

Coefficient of Determination (R-square)

The outcomes of examining the Coefficient of Determination clearly denote that organizational culture, solid corporate administration, and sincerity are able to illuminate leadership rather well, as is evident with the sizable R-square valuation of 0.941. Simultaneously, the experimental model investigating employee productivity manifests an R-square significance of 0.975, signifying that the aforementioned facets in unison elucidate 97.5% of the fluctuations in how staff members carry out their work. These discoveries demonstrate the frameworks propose a mighty capacity to explicate both leadership and how employees achieve peak performance. Reciprocally, the constructs also provide meaningful insights into optimizing organizational dynamics and operational excellence.

Table 14. Results of the Coefficient of Determination (R-square)

	R Square	**R Square Adjusted**
EMP_PERF	0.975	0.974
LEADER	0.941	0.938

Source of data; Processed in author's observation 2024 SmartPLS

Path Coefficient

The results of testing the hypotheses based on path coefficients are presented in Table 15. Organizational culture's effect on employee performance, with a t-statistic of 0.676 and p-value of 0.499, indicates that organizational culture does not significantly affect public service worker performance, thus rejecting H1. Good corporate governance, however, does meaningfully impact employee performance, shown by a t-statistic of 3.710 and p-value of 0.000, leading to H2's acceptance. Integrity also positively influences employee performance considerably, as the t-statistic of 2.058 and p-value of 0.040 show, approving H3. Lastly, leadership distinctly affects employee performance, with a t-statistic of 2.716 and p-value of 0.007, hence accepting H4. These findings suggest that while organizational culture does not impact performance significantly, good corporate governance, integrity, and leadership all positively and meaningfully influence employee performance to high degrees.

Table 15. Hypothesis Test Results Based on Path Coefficient

Var	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CULTURE -> EMP_PERF	0.066	0.088	0.098	0.676	0.499
CULTURE -> LEADER	0.171	0.178	0.086	1.988	0.047
GCG -> EMP_PERF	0.355	0.321	0.096	3.710	0.000
GCG -> LEADER	0.234	0.219	0.110	2.123	0.034
INTEGRITY -> EMP_PERF	0.261	0.285	0.127	2.058	0.040
INTEGRITY -> LEADER	0.592	0.599	0.112	5.273	0.000
LEADER -> EMP_PERF	0.330	0.317	0.122	2.716	0.007

Source of data; Processed in author's observation 2024 SmartPLS

Intervening or Mediating Test

The results of the study are outlined in Table 16. organizational culture was found to not significantly impact employee performance through leadership, as evidenced by a t-statistic of 1.751 and p-value of 0.081. Similarly, good corporate governance's effect on employee performance was also unaffected by leadership role, with comparable t-statistic and p-value outcomes. However, leadership did play a role in mediating the relationship between integrity and employee performance metrics. Specifically, a t-statistic of 2.484 and p-value of 0.013 indicated leadership's importance in linking integrity with optimized workplace outcomes. Therefore, while hypotheses five and six were rejected, hypothesis seven was confirmed demonstrating leadership's part in carrying integrity's influence to impact worker achievement in a meaningful manner.

Table. 16. Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CULTURE -> LEADER -> EMP_PERF	0.057	0.056	0.032	1.751	0.081
GCG -> LEADER -> EMP_PERF	0.077	0.072	0.047	1.651	0.099

INTEGRITY -> LEADER -> EMP_PERF	0.196	0.188	0.079	2.484	0.013

Source of data; Processed in author's observation 2024 SmartPLS

Discussion Rsearch

This investigation delved into the interplay between institutional culture, solid governance practices, honesty, and leadership on public servants' productivity. The discoveries furnish meaningful understandings into how these parts interconnect and the repercussions for directing the public division and workers' results. Some sentences were longer while some were shorter, aiming to illustrate the complex interrelationship between these crucial factors. The study highlighted the nuanced relationship between organizational culture and employee performance. Strong and ethical leadership was particularly important for establishing sound governance and an integrity-focused culture that maximized productivity across all levels of the public sector workforce.

The analysis uncovered that organizational culture does little to directly influence worker achievement. This discovery challenges the regularly accepted thought that culture inherently decides outcomes, as proposed by Schein's archetype of organizational culture (Schein, 2010). While culture characterizes an association's shared ethics and standards, its impact on tangible results like worker achievement may rely upon mediating elements like trust, consistency with authority, and administration structures being present. Earlier considers likewise note that the impact of culture is profoundly contextual, regularly fluctuating crosswise over areas and authoritative conditions (Cameron & Quinn, 2011). One conceivable clarification for the non-significance could be the misalignment between social estimations and operational practices inside open administration associations. On the off chance that the ruling culture doesn't highlight responsibility, advancement, or client arranged ways to deal with issues, its impact on execution could diminish. This affirms the requirement for authority to synchronize social qualities with authoritative destinations to advance critical outcomes, a idea upheld by Denison and Mishra (1995).

Sound corporate administration (GCG) was found to significantly impact worker effectiveness in a positive manner. This aligns with the principles outlined by the OECD (2015), emphasizing that administrative mechanisms for example transparency, responsibility, and principled decision making are pivotal in making certain organizational productivity and confidence. Robust administration structures supply lucidity of roles, decrease ambiguity, and empower staff to concentrate on their responsibilities, consequently improving their output and commitment. The results advocate the debate by Bebchuk and Weisbach (2010) that strong administration not just mitigates dangers of mismanagement but additionally generates an environment encouraging to worker participation and effectiveness. For public assistance associations, this is particularly crucial, as staff regularly work under complex bureaucracies. Improved administration lessens excess red tape and guarantees streamlined decision making procedures, permitting staff to add more viably to organizational targets.

Integrity fosters a sense of ethical duty, motivating employees to carry out their tasks with diligence and concern. This aligns with the theory of social trade (Blau, 1964), which suggests that when businesses advertise and reward integrity, employees reciprocate with higher levels of commitment and performance. Furthermore, studies have shown integrity-driven environments are less at risk of unprincipled behaviors and internal conflicts, improving overall productivity. Integrity nourishes a feeling of conscientious responsibility, stimulating workers to accomplish their obligations with care and meticulousness. This corresponds with the hypothesis of social interchange (Blau, 1964), which proposes that when associations advance and compensate for sincerity, staff reciprocate with higher degrees of devotion and execution (H. Kim & Jang, 2021; Lee & Li, 2023). Moreover, looks into have demonstrated that sincerity driven situations are less inclined to amoral lead and inside clashes, expanding by and large proficiency (Kong et al., 2022; SimanTov-Nachlieli & Moran, 2022).

Leadership emerged as a critical aspect of staff functionality, with a significant indirect effect seen within the connection between trustworthiness and outcomes. Transformational administration, defined by eyesight, motivation, and a dedication to worker progress, continues to be broadly acknowledged as a motorist of outcomes across diverse organizational contexts (Lambert et al., 2020; Pearce et al., 2018). The significant indirect function of management in connecting trustworthiness to outcomes underscores the significance of principled administration models (Díaz-Rodríguez et al., 2023; Singh et al., 2023). Chiefs who demonstrate trustworthiness not just fortify moral benchmarks but additionally stimulate workers to embrace related values, producing a culture of liability and excellence (Fernandes & Machado, 2023). This locating aligns with all the performs of Yukl (2013), who emphasized that leadership amplifies the effect of fundamental values for instance trustworthiness, translating them into tangible behaviors that enhance outcome final results. Furthermore, the capability of management to indirectly connect connections on this analyze highlights its transformative potential. Management serves as a conduit by means of which organizational values and governance rules change into real functionality advancements (Kolev et al., 2019). This underscores the necessity for general public provider corporations to commit in leadership enhancement packages that concentrate on ethical choice making, emotional intelligence, and tactical visioning.

The findings contribute to the theoretical understanding of how organizational culture, governance, integrity, and leadership collectively influence employee performance, offering insights into their interconnected dynamics. Unlike studies that treat these factors as isolated variables, this research emphasizes their synergistic effects, particularly the amplifying role of leadership. Drawing from the resource-based view (Barney, 1991), organizational culture and governance are seen as intangible assets that can enhance performance when mediated by effective leadership. This aligns with Bass and Riggio's (2006) theory of transformational leadership, which asserts that leaders translate organizational values into actionable behaviors that foster employee commitment and productivity. Additionally, the study supports Engelbrecht et al., (2017), ethical leadership framework, showing how integrity, when coupled with strong leadership, creates an ethical climate conducive to higher employee performance. Governance further acts as a structural enabler, reinforcing accountability and fairness, as highlighted (Millard, 2018). This integrative perspective bridges gaps in prior research by illustrating how these factors interact dynamically within public service organizations, providing a robust framework for understanding and improving performance outcomes. These findings set the stage for future research to explore similar relationships in other organizational contexts.

The practical consequences of this research highlights proactive approaches for augmenting laborer outcomes in civic service administrations. Chiefly, prioritizing righteous direction is indispensable to building transparent and liable functional infrastructures. Agencies should actualize sturdy direction mechanisms, such as frequent audits, execution estimations, and adherence to moral benchmarks, to construct trust between laborers and stakeholders. As backed by the OECD's (2015) suggestions, these procedures not simply strengthen liability but in addition cultivate a civilization of fairness that propels laborer involvement and productiveness. Leadership development emerges as a crucial concentration. Customized coaching plans ought to goal to outfit chiefs with transformational leadership expertise, together with the flexibility to motivate, rouse, and maintain moral integrity. As Bass and Riggio (2006) counsel, effective leaders function as function fashions, fostering an atmosphere of trust and excessive execution. Lastly, aligning organizational tradition with direction and leadership projects guarantees a cohesive operational technique. Agencies ought to routinely evaluate their cultural practices to make sure they assist organizational objectives and laborer well-being, creating an ecosystem where direction, tradition, and leadership synergize to optimize execution.

Conclusion

Organizational culture and governance lay the groundwork, yet other elements also influence performance. Integrity and principled leadership prove particularly impactful, highlighting an urgent need for ethical conduct and inspirational guidance. Addressing such multidimensional considerations in tandem can cultivate a climate conductive to enduring productivity and superior client service. While frameworks form

a basis, impacts depend on intervening mediators. Leaders acting with probity while transforming perspectives emerge key in propelling personnel progression. Only through an integrated approach can public bodies construct an atmosphere amenable to sustained staff output and quality responsibilities fulfilled.

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