
Analysis of the Effects of Transformational Leadership, Organizational Commitment, Work Motivation, and Employees' Perceptions of Training on Employee Performance: The Moderating Role of Organizational Citizenship Behavior (OCB)

(A Study at the Population and Civil Registration Office of Surakarta City)

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Abstract

Studies on public-sector employee performance reveal contradictory results concerning the impact of transformational leadership and offer only limited theoretical insight into the role of extra-role behavior as a contingent mechanism. Moreover, employees' perceptions of training are predominantly treated as technical human resource practices, with insufficient attention to their psychological signaling role. Addressing these gaps, the study analyzes the effects of transformational leadership, organizational commitment, work motivation, and perceived training on employee performance, with OCB examined as a moderator within the social exchange framework.

Data from 250 employees of a public service organization in Indonesia were collected under a quantitative research design and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). It shows organizational commitment, work motivation, and employees' perceptions of training significantly enhance employee performance. There is no direct influence of transformational leadership on performance; however, its effect becomes significant when contingent upon high levels of OCB. In contrast, OCB doesn't moderate the relationships between organizational commitment, work motivation, or training perceptions and employee performance.

The findings of this study enrich the literature by reconciling mixed findings on transformational leadership through identifying OCB as a selective boundary condition, extending social exchange theory by conceptualizing training perceptions as a trust-based psychological

mechanism, and enriching public-sector performance research beyond private-sector dominated evidence.

Keywords: employee performance, transformational leadership, organizational commitment, work motivation, employees' perceptions of training, organizational citizenship behavior (OCB).

1. Introduction

1.1 Exploring the Importance of the Problem

Employee performance directly affects the success and efficiency of organizations, especially in public service settings. The performance of public servants not only affects the achievement of organizational objectives but also influences service quality, levels of public satisfaction, and public trust in government institutions (Rita et al., 2022). Therefore, improving employee performance has become a critical strategic issue in efforts to achieve good governance.

As public demand for fast, transparent, and technology-based services continues to increase, it is essential for organizations in the public sector to nurture employees who are skilled, devoted, and oriented toward providing quality service (Alawamleh et al., 2023). However, performance measurement in government institutions often fails to fully capture employees' actual performance in operational settings. Consequently, formal performance achievements do not always align with the quality of services experienced by citizens (Rita et al., 2018).

Human resource management literature indicates that various organizational and individual factors impact employee performance, including transformational leadership (Bass & Avolio, 2007; Yukl, 2013), organizational commitment (Meyer et al., 1993), work motivation Wan et al., (2016); Kellner et al., 2020), and employees' perceptions of training along with development programs (Hasan et al., 2013; Dagnew Gebrehiwot & Elantheraiyan, 2023). In addition, OCB is recognized as a crucial form of discretionary behavior that enhances organizational effectiveness through voluntary contributions beyond formal job requirements (Organ, 2009; Podsakoff et al., 2003). Comprehending these factors is essential for ensuring continuous and sustainable growth in employee performance, particularly within public service organizations.

1.2 Introducing the Problem

The Population and Civil Registration Office of Surakarta City (Disadmindukcapil) is a government institution that plays a strategic role in delivering population administration and civil registration services. Although the Community Satisfaction Index has shown an upward trend in recent years, this improvement does not fully reflect the actual quality of services perceived by the public. Field evidence indicates persistent complaints related to employees' limited responsiveness, weak coordination among staff, and inefficiencies in service processes, all of which negatively affect public satisfaction.

At the same time, the organization has implemented various initiatives to enhance employee performance through training and human resource development programs. However, the

effectiveness of training largely depends on employees' perceptions of its relevance, usefulness, and applicability to daily work activities (Hasan et al., 2013; Buonomo et al., 2022). Misalignment between job demands and training content, as well as insufficient internalization of training outcomes, may reduce employee motivation and ultimately hinder performance improvement (Sesen & Ertan, 2022; Dagnew Gebrehiwot & Elantheraiyan, 2023).

Beyond training-related factors, leaders who use transformational styles have a strong impact on how committed, motivated, and proactive employees are at work (Ahmad et al., 2023; Khan et al., (2019). Nevertheless, research shows that transformational leadership doesn't always directly affect employee performance, so other factors in the context might impact results. Nonetheless, OCB plays a significant role in bridging individual and organizational factors with employees' performance outcomes (Rita et al., 2022). OCB reflects employees' voluntary behaviors that contribute to organizational effectiveness and can enhance the impact of individual attributes on performance outcomes (Chiang & Hsieh, 2012; Gullifor et al., 2023)

Given these circumstances, a comprehensive empirical examination is warranted to explore how transformational leadership, organizational commitment, work motivation, and employees' perceptions of training influence employee performance, with OCB functioning as a moderating factor particularly in public service institutions such as the Disadmindukcapil of Surakarta City.

1.3 Research Questions

1. Does transformational leadership have a positive effect on employee performance Civil Registration of Surakarta?
2. Does organizational commitment have a positive effect on employee performance Civil Registration of Surakarta?
3. Does work motivation have a positive effect on employee performance Civil Registration of Surakarta?
4. Does employees' perception of training have a positive effect on employee performance Civil Registration of Surakarta?
5. Does organizational citizenship behavior (OCB) moderate the effect of transformational leadership, organizational commitment, work motivation, employees' perception of training on employee performance?

2. Literature Review

2.1. Transformational Leadership

Employee performance is largely shaped by transformational leadership, which is considered central in this regard, as it encourages motivation, inspiration, and congruence between individual efforts and organizational aims. Bass and Avolio (2000) suggest that by stimulating intellect, considering individual needs, and motivating inspirationally, transformational leaders enhance their followers' performance. Empirical studies support this view, demonstrating transformational leadership positively affects employee performance across multiple organizational environments (Ahmad et al., 2015; Saleem et al., 2019).

Nevertheless, comparative outcomes indicate the strength of this relationship varies depending on organizational context. While private-sector studies often report a strong direct effect, research in public sector organizations suggests that bureaucratic structures and performance could experience a reduced direct effect from transformational leadership when procedures are rigid (Yukl, 2013; Rita et al., 2022). These mixed findings imply that leadership effectiveness may depend on employees' discretionary behaviors, highlighting the need to examine behavioral mechanisms such as OCB.

2.2. Organizational Commitment

Employees' psychological bond with their organization, known as organizational commitment, is demonstrated by their intent to remain and actively support organizational objectives (Meyer et al., 1993). This construct comprises affective, continuance, and normative commitment, which represent emotional, rational, and moral dimensions of the employee organization relationship. Grounded in Social Exchange Theory, organizational commitment develops through fair and sustainable social exchanges between employees and organizations, whereby organizational support and favorable treatment are reciprocated with loyalty and enhanced performance (Blau, 1964). Although the majority of empirical studies confirm organizational commitment is positively linked to how well employees perform (Cropanzano et al., 2017), variations in findings remain regarding the role of contextual factors, such as extra-role behaviors, in strengthening this relationship.

2.3. Work Motivation

Employees' work-related behavior is shaped by work motivation, which includes both internal and external influences on its intensity, direction, and persistence (Gagné et al., 2010). Intrinsic motivation, which originates from enjoyment, satisfaction, and the inherent meaningfulness of work, has been shown to generate more sustainable engagement and performance compared to extrinsic motivation alone (Jungert et al., 2018). Many studies show that work motivation plays a key role in boosting employee performance by encouraging employees to put in more effort to reach organizational objectives (Wan et al., 2016; Yandi & Havidz, 2022). Nevertheless, high levels of motivation do not automatically translate into optimal performance in the absence of a supportive work context, thereby highlighting the need to examine behavioral factors, such as Organizational Citizenship Behavior, to explain variations in the motivation performance relationship.

2.4. Employees' perceptions of training

Employees' perceptions of training refer to individuals' subjective evaluations of the relevance, quality, and usefulness of training programs in relation to job requirements and competency development. Positive perceptions of training indicate alignment between training content and job demands, employees' belief in their ability to use what they've learned at work, as well as their overall grasp of the training, matters (Buonomo et al., 2022; Al-Zoubi et al., 2022)). Several researches reported that employees' perceptions of training influence performance, either directly or indirectly (Park et al., 2018; Dagnew Gebrehiwot & Elantheraiyan, 2023). However,

mixed empirical findings suggest training does not always serve as a primary determinant of performance, particularly when it is not supported by a conducive work environment or positive perceptions of its implementation.

2.5. Organizational Citizenship Behavior (OCB)

OCB consists of employees' voluntary behaviors that surpass job requirements and boost organizational effectiveness, including behaviors like assisting coworkers, demonstrating sportsmanship, and actively participating in organizational activities (Organ, 1997; Podsakoff et al., 2003). OCB is rooted in social exchange principles, whereby employees take on activities outside their formal responsibilities as reciprocity for positive treatment received from the organization (Bishop et al., 2005). Numerous studies have linked OCB to improved employee performance and organizational effectiveness (Williams & Anderson, 1991). However, empirical findings regarding OCB as a moderating variable remain inconsistent, suggesting that OCB is contextual in nature and does not uniformly strengthen the relationships between all organizational factors and employee performance.

2.6. Employee performance

Employee performance is a multidimensional construct that reflects both individual behaviors and work outcomes in the process of handling responsibilities and duties to accomplish the goals of the organization. Performance not only encompasses the accomplishment of core tasks (*task performance*), while including adaptive and context-sensitive behaviors that support the work environment (Borman & Motowidlo, 1997; Tang et al., (2020). Public-sector employee performance is critical due to its direct effect on service quality; however, its measurement often faces limitations in objectivity and discrepancies between formal performance indicators and actual service outcomes (Nguyen & Ngo, 2020; Silaen et al., (2020). Prior research indicates that both personal attributes and organizational conditions impact employee performance, yet relatively few studies have integrated extra-role behaviors as explanatory mechanisms of performance, particularly within public service settings.

3. Hypothesis Development

3.1. The Effect of Transformational Leadership on Employee Performance

Conceptually, transformational leadership functions as a social mechanism that fosters meaning at work, trust, and employee identification with organizational goals. Transformational leaders do not merely direct task execution but inspire shared values, articulate a compelling vision, and drive employees to put organizational goals ahead of personal ones (Bass & Avolio, 2000).

Empirical evidence generally suggests that performance of employees improves under transformational leadership (Ahmad et al., 2015; Moradi Korejan & Shahbazi, 2016). However, several studies particularly in the public sector report inconsistent or insignificant direct effects of transformational leadership on performance outcomes (Rita et al., 2018). These inconsistencies indicate that employee performance may be influenced by transformational leadership only under specific circumstances, requiring additional behavioral mechanisms such

as OCB to fully translate leadership influence into performance outcomes. The hypothesis presented here:

H1: Transformational leadership positively influence employee performance.

3.2. Organizational commitment has a positive effect on employee performance.

Employees' psychological bond with their organization, known as organizational commitment, involves continuance elements, normative, along with affective (Meyer & Allen, 1997). From the perspective of SET, organizational commitment emerges as a reciprocal response to perceived organizational support, fairness, and investment in employees.

Empirical evidence consistently demonstrates that Employee performance is positively affected by organizational commitment (Muis et al., 2018; Leung & Lin, 2022). Employees with a high level of commitment are inclined to demonstrate stronger work involvement, loyalty, and willingness to exert extra effort. Nevertheless, research also suggests that being committed by itself might not guarantee the best performance unless employees also take part in voluntary actions that help the organization overall (Podsakoff et al., 2003). Accordingly, as a moderating variable, employee performance could improve when OCB strengthens the impact of organizational commitment.

Therefore, this study presents the following hypothesis:

H2: Organizational commitment positively influence employee performance.

3.3. The Effect of Work Motivation on Employee Performance

Work motivation involves the forces that shape the intensity, focus, and persistence of work-related behavior (Chiang & Hsieh, 2012). Conceptually, motivation operates as psychological energy which pushes employees to apply effort and sustain their performance. Previous research provides robust evidence that employee performance sees a significant boost from work motivation (Wan et al., 2016).

Employees with high motivation tend not only to meet performance expectations but also to act proactively and take the initiative. Several studies further indicate a close association between work motivation and OCB, as motivated individuals tend to exhibit helping behavior and voluntary contributions beyond formal job requirements (Chiang & Hsieh, 2012). This supports the proposition that OCB serves as a reinforcing mechanism in the motivation performance relationship. Thus, the hypothesis put forward in this study is as follows:

H3: Work Motivation positively influence employee performance.

3.4. The Effect of Employees' Perceptions of Training on Employee Performance

Training perceptions among employees pertain to their individual evaluations of the relevance, quality, and usefulness of training programs provided by the organization. Conceptually, positive training perceptions foster competence-based trust, both toward the organization and toward employees' own capabilities (McAllister, 1995).

Empirical findings indicate that training can enhance employee performance; however, its effectiveness largely depends on employees' perceptions and their readiness to utilize the skills on the job (Hasan et al., 2013). Dagnew Gebrehiwot & Elantheraiyan, (2023) argue that training perceptions don't necessarily exert a blunt influence on performance, thereby revealing a research gap concerning the mechanisms that strengthen this relationship. In this framework, OCB is proposed as a behavioral pathway through which training outcomes are more effectively translated into improved employee performance. Thus, this study puts forward the hypothesis below:

H4: Employees' perceptions of training positively influence employee performance.

3.5. The Moderating Role of Organizational Citizenship Behavior (OCB)

OCB involves employees willingly going beyond their regular duties to support the organization, like helping coworkers, showing fairness, and being civically responsible (Organ, 2009). Prior research consistently links OCB to higher performance evaluations and enhanced team effectiveness (Podsakoff et al., 2009).

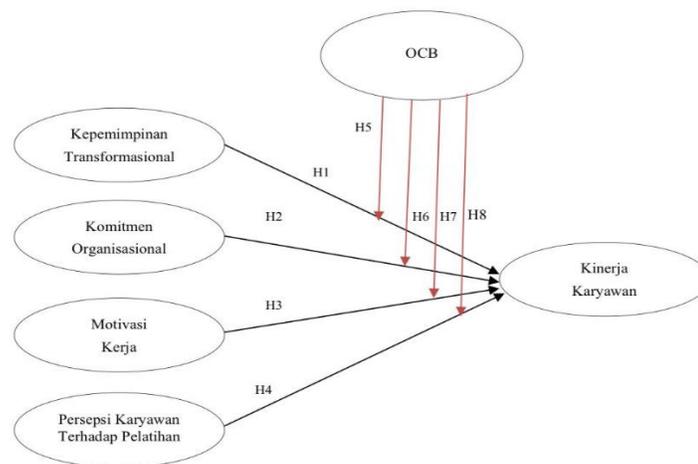
However, empirical evidence regarding the moderating role of OCB remains mixed. For example, Rita et al. (2018) found that OCB does not always strengthen how certain psychological factors impact employee performance. The variability in results emphasizes the need for additional study, particularly within public-sector contexts. Therefore, OCB is positioned as a moderating variable to examine whether discretionary behaviors amplify or weaken the influence of all variables on employee performance. Accordingly, here is the hypothesis:

H5: Organizational Citizenship Behavior moderates the relationship between transformational leadership and employee performance.

H6: Organizational Citizenship Behavior moderates the relationship between organizational commitment and employee performance.

H7: Organizational Citizenship Behavior moderates the relationship between work motivation and employee performance.

H8: Organizational Citizenship Behavior moderates the relationship between employees' perceptions of training and employee performance.



Conceptual framework: Rita *et al.*, (2018); Dagnew Gebrehiwot & Elantheraiyan, (2023).

4. Method

Through a cross-sectional quantitative survey, the study analyzed the effects of transformational leadership, organizational commitment, work motivation, and perceived training on employee performance, with OCB included as a moderating factor. The study was conducted at the Department of Population and Civil Registration of Surakarta City, involving 250 employees selected using simple random sampling. According to Hair *et al.* (2014), the sample size is generally determined by taking at least five times the number of variable indicators as the minimum and up to ten times as the maximum. There are 48 variable indicators; therefore, the required number of respondents ranges from a minimum of $5 \times 48 = 240$ respondents to a maximum of $10 \times 48 = 480$ respondents. The population comprised all employees of the Department of Population and Civil Registration of Surakarta City. Random sampling was employed to select 250 respondents.

Primary data were acquired via an online, self-administered questionnaire using a five-point Likert scale. Established scales from previous research were adapted as measurement instruments, including transformational leadership items from Bass and Avolio (2000). Organizational commitment were based on Meyer and Allen (1997). Work motivation was measured based on Sonnentag and Frese (2002) and Judge *et al.*, (2001). Perceived training was adapted from Barrett & O'Connell, (2001). Employee performance and OCB were assessed using measurement items adapted from Motowidlo & Kell, (2012) and Organ (1997), respectively.

5. Result

Using SEM-PLS version 3.2 software, the analysis confirmed the results found in the field, which were used to assess validity, hypothesis, along with reliability testing. The findings shows the outer model as presented below:

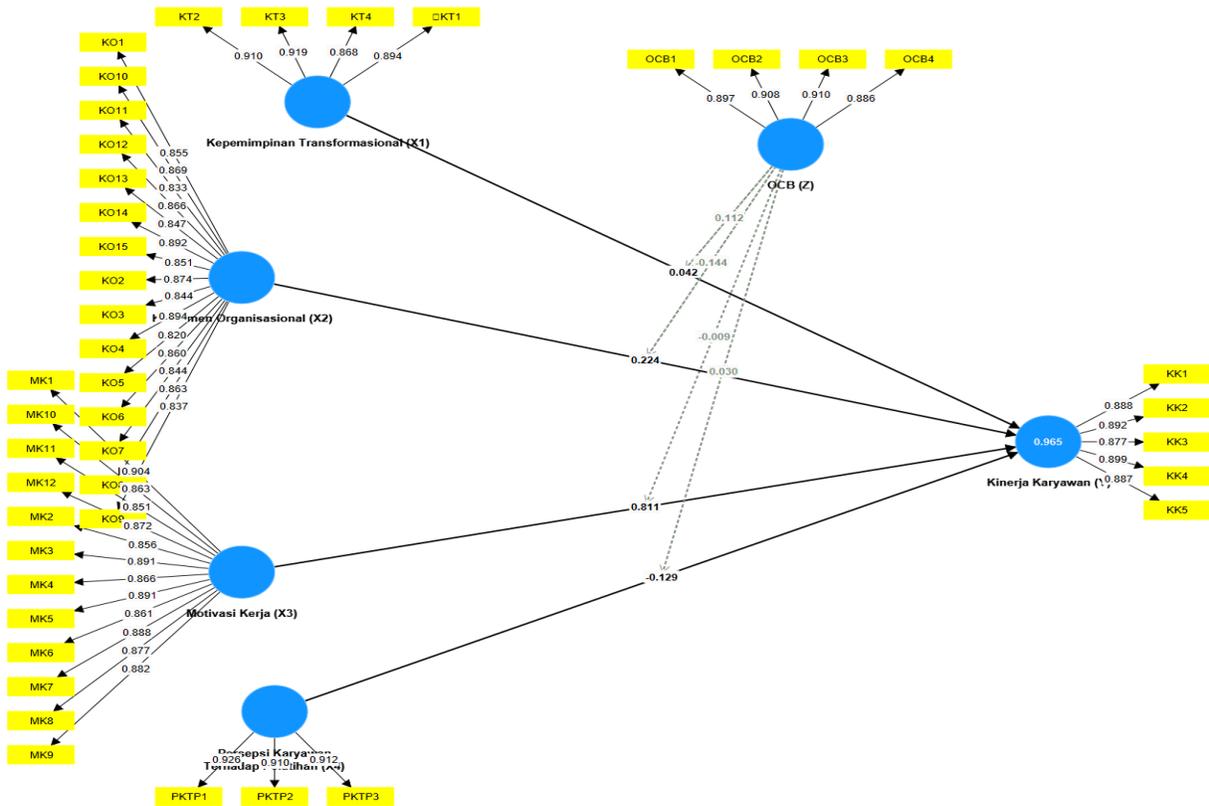


Figure 1 Results of the Outer Model Evaluation

Reliability, convergent validity, discriminant validity, and outer loadings were used to evaluate the reflective measurement model, with convergent validity assessed via indicator loadings and AVE per Hair, et al., (2018). Table 1 presents the factor loading values for all indicators that fall within the recommended thresholds CHIN, indicating adequate convergent validity of the framework measurement.

With AVE values for each construct above 0.50 (Sarstedt et al., 2017), convergent validity met its satisfactory (Table 2). Discriminant validity was subsequently tested using the Fornell-Larcker and cross-loadings method (Henseler et al., 2015). Composite reliability and Cronbach’s alpha were used to assess reliability, adopting the 0.70 threshold for both (Hair et al., 2014). These measures for all latent constructs exceeded the benchmark (Table 1).

Overall, the findings indicate that adequate levels of these measures are evident across all constructs in the measurement model. Consequently, using Smart-PLS version 3.2, the structural model and hypotheses were evaluated, with assessments based on R² and Q² values. R² values reflect the explanatory power of endogenous constructs, where weak (<0.25), moderate (~0.50), and substantial (>0.75). (Hair et al., 2019).

Table 1. Outer Loading

Indicator	Factor Loading	Cronbach's alpha	CA*	CC*	AVE
Employee Performance		0,933	0,934	0,954	0,790
EP1	0.888				
EP2	0.892				
EP3	0.877				
EP4	0.899				
EP5	0.887				
Organizational Commitment		0,974	0,975	0,976	0,734
OC1	0.855				
OC2	0.874				
OC3	0.844				
OC4	0.894				
OC5	0.820				
OC6	0.860				
OC7	0.844				
OC8	0.863				
OC9	0.837				
OC10	0,884				
OC11	0.869				
OC12	0.833				
OC13	0.866				
OC14	0.847				
OC15	0.892				
Transformational Leadership		0,920	0,920	0,943	0,806
TL1	0.894				
TL2	0.910				
TL3	0.919				
TL4	0.868				
Work Motivation		0,972	0,972	0,975	0,766
WM1	0,912				
WM2	0,872				
WM3	0,870				
WM4	0,878				
WM5	0,880				
WM6	0,903				
WM7	0,879				
WM8	0,894				
WM9	0,873				
WM10	0,904				

WM1	0,882				
WM12	0,901				
Employees Perception of Training		0,904	0,904	0,940	0,810
EPOT1	0,939				
EPOT2	0,915				
EPOT3	0,924				
Organization Citizenship Behavior		0,922	0,922	0,945	0,839
OCB1	0,906				
OCB2	0,913				
OCB3	0,914				
OCB4	0,898				

Source: SmartPLS 3.2 Output

Therefore, the measurement model satisfies the convergent validity requirements.

Table 5.2 Fornel-Larcker

	KT	KK	KO	MK	OCB	PKTP
Transformational Leadership (X1)	0,898					
Employee Performance (Y)	0,944	0,889				
Organizational Commitment (X2)	0,944	0,960	0,857			
Work Motivation (X3)	0,958	0,980	0,969	0,875		
Organization Citizenship Behavior (Z)	0,930	0,945	0,941	0,961	0,875	
Employee Perceptions of Training (X4)	0,925	,928	0,933	0,953	0,961	0,916

Source: SmartPLS 3.2 Output

In Table 2, the AVE square roots for each construct, shown along the diagonal, exceed the correlations between constructs, thereby showing that discriminant validity is adequate (Fornell & Larcker, 1981).

Explanatory power of endogenous constructs by exogenous constructs is indicated by R² (0–1), with 0.25, 0.50, and 0.75 reflect weak, moderate, and substantial levels of explanatory power, respectively (Sarstedt et al., 2017; Hair et al., 2018, Table 3). Table 3 reports a combined R² of 0.965 and adjusted R² of 0.964 for Y, implying that all exogenous variables simultaneously explain 96.4% of the variance in Y, which exceeds the 66% threshold for a strong effect. Therefore, all exogenous variables exert a strong influence on Y.

Table 3 R²

	R-square	R-square adjusted
Employee Performance (Y)	0.965	0.964

Source: SmartPLS 3.2 Output

The exogenous variables collectively account for Y, yielding an R² of 0.965 and an adjusted R² of 0.964 (Table 3). It shows all exogenous variables simultaneously explain 96.4% of the variance in Y, which exceeds the 66% threshold for a strong effect. Therefore, the influence of all exogenous variables on Y can be considered strong.

Furthermore, predictive relevance was evaluated using the blindfolding procedure by assessing the Q² values. Hair et al. (2017), Q² > 0 confirms adequate predictive relevance, with 0.25 and 0.50 denoting medium and high predictive power.

Table 4 Q²

	SSO	SSE	Q ² (=1-SSE/SSO)
Kepemimpinan Transformasional (X1)	1.000.000	1000,000	0,000
Kinerja Karyawan (Y)	1.250.000	308,608	0,753
Komitmen Organisasional (X2)	3.750.000	3750,000	0,000
Motivasi Kerja (X3)	3.000.000	3000,000	0,000
Organization Citizenship Behavior (Z)	1.000.000	1000,000	0,000
Persepsi Karyawan Terhadap Pelatihan	750.000	750,000	0,000

Source: SmartPLS 3.2 Output

In Q² values as presented in Table 4, all endogenous constructs demonstrate predictive relevance for Y, as the Q² values are greater than 0.05, indicating that the predictions are relevant and accurate.

6. Hypothetic Testing

All four hypotheses were tested using PLS-SEM and bootstrapping in SmartPLS, with t > 1.96 and α = 0.05 indicating effects that is significant (Hair et al., 2022).

Table 5 Direct & Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
TL -> EP	0,042	0,037	0,056	0,756	0,450
OC -> EP	0,224	0,25	0,086	2,597	0,009
WM -> EP	0,811	0,806	0,071	11,469	0,000
OCB -> EP	0,014	0,006	0,056	0,246	0,806
EPOT -> EP	-0,129	-0,136	0,048	2,721	0,007
OCB x OC -> EP	-0,144	-0,142	0,096	1,502	0,133
OCB x WM-> EP	-0,009	-0,009	0,068	0,133	0,895
OCB x EPOT -> EP	0,030	0,031	0,057	0,527	0,598
OCB x TL -> EP	0,112	0,109	0,056	2,016	0,044

Source: SmartPLS 3.2 Output

As presented in Table 5 Hypothesis testing results revealed X2, X3, X4 on Y are supported. However, among the variables moderated by OCB, only X1 is supported.

7. Discussion

1. The Effect of Transformational Leadership on Employee Performance

Transformational leadership was found to have an insignificant effect on employee performance, with a p-value of 0.450 (> 0.05) along with path coefficient of 0.042. This result contrasts with the dominant leadership literature (Bass, 1985), which positions transformational leadership as a universal driver of performance. However, within a highly formalized governmental organization, such as Disadmindukcapil Surakarta, employee performance appears to be governed primarily by standardized procedures, regulatory compliance, and administrative accountability. In such settings, discretionary leadership influence is structurally constrained, limiting the extent to which inspirational leadership behaviors translate into measurable performance outcomes. This finding supports contingency-based leadership perspectives, which argue that leadership effectiveness is highly dependent in the context of organizational.

2. The Effect of Organizational Commitment on Employee Performance

This findings employee performance is positively and significantly influenced by organizational commitment, as indicated by a p-value of 0.009 (< 0.05) along with a path coefficient of 0.224, thereby supporting the proposed hypothesis. Following Meyer and Allen’s (1991) model, committed employees display stronger norm adherence, enhanced responsibility, and greater work discipline. In bureaucratic environments, commitment functions as a stabilizing mechanism that aligns employee behavior with institutional

objectives, thereby compensating for the limited flexibility inherent in public-sector systems.

3. The Effect of Work Motivation on Employee Performance

These findings indicate employee performance is positively and significantly impacted by work motivation, as evidenced by a p-value of 0.000 (< 0.05) and a path coefficient of 0.811, the hypothesis is confirmed. Among all predictors, work motivation had the greatest influence on employee performance, as indicated by its large effect size. This finding underscores the central role of both intrinsic and extrinsic motivational drivers in sustaining employee effort, even in rigid organizational structures. Motivated employees are more willing to exert additional effort, maintain service quality, and adapt to operational constraints. This result reinforces motivation theories emphasizing that structural and leadership factors alone do not fully determine performance but by employees' internal drive and perceived rewards.

4. The Effect of Employee Perceptions of Training on Employee Performance

The results indicate that employees' perceptions of training have a positive and significant effect on employee performance, as evidenced by a path coefficient of -0.129 and a p-value of 0.007 (< 0.05), thereby supporting the proposed hypothesis. This suggests that training contributes to performance primarily through competency development and increased self-efficacy. However, the effectiveness of training is contingent upon its relevance to actual job demands and employees' ability to apply learned skills in daily tasks. This finding highlights the importance of needs-based training design in public organizations (Baten, 2018).

5. Organizational Citizenship Behavior as a Moderator

Regarding moderation effects, OCB serves as a moderator exclusively between transformational leadership and employee performance, suggesting that leadership influence is stronger when employees voluntarily exceed formal duties. Moreover, OCB didn't strengthen the effects of motivation, commitment, or training, suggesting that these factors operate more directly on performance outcomes. The outcomes match what Bolino et al. (2013) found, that is caution that excessive OCB may divert attention from core task responsibilities, particularly in performance-driven bureaucratic settings.

Collectively, improving employee performance in public-sector organizations, according to the outcomes, demands a balanced approach to management. While transformational leadership remains relevant, its effectiveness is conditional upon supportive employee behaviors and contextual flexibility. More critically, sustained performance improvements depend on strengthening motivation, organizational commitment, and job-relevant competencies through targeted training. Consequently, public-sector managers are encouraged to adopt a hybrid management approach that integrates procedural control with motivational and developmental interventions to enhance service performance.

8. Implications

This study supports contingency theory by showing that employee performance in bureaucratic public-sector contexts isn't invariably enhanced by transformational leadership. Instead, work motivation and organizational commitment emerge as more decisive psychological drivers of performance. The findings also extend training effectiveness theory by emphasizing perceived training relevance as a key mechanism linking training to performance. Additionally, the selective moderating role of Organizational Citizenship Behavior (OCB) confirms its contextual,

rather than universal, influence.

Public-sector performance improvement should prioritize motivation, commitment, and job-relevant training over leadership style alone. Managers should encourage OCB selectively to support leadership effectiveness without detracting from core task performance.

9. Limitations

The study is subject to certain limitations. Primarily, being conducted within a single public-sector organization might reduce the applicability of the findings elsewhere. Secondly, the cross-sectional design restricts the observation of behavioral changes and the ability to establish causality. Third, reliance on self-administered questionnaires for all constructs may result in common method bias. Lastly, the analysis did not comprehensively include additional contextual factors, and OCB was considered solely as a moderating variable, thereby restricting understanding of its longer-term implications.

10. Future Research

Future studies are encouraged to extend the research context to other public or private organizations, incorporate additional contextual variables as mediators or moderators, apply mixed-method approaches, and further examine the long-term effects of OCB, including its potential negative consequences.

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