



Title: The Nexus between Leadership Style and Employee Performance: A Mediated Moderation Model

Author (s): Sanaullah Aman¹, Muhammad Irfanullah Arfeen ² and Arbab Gul³

Affiliation (s): Center for Advanced Studies in Engineering, Islamabad, Pakistan^{1&3}. QASMS, Quaid-i-Azam University, Islamabad, Pakistan².

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ORCID iD: 0009-0002-7252-6127¹
0000-0002-7440-971X²
0009-0004-8872-7411³

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Transformational and Transactional Leadership in the Public Sector: Pathways to Performance through Motivation and Training

Sanaullah Aman

Center for Advanced Studies in Engineering, Islamabad, Pakistan

sanaullah.aman@yahoo.com

Muhammad Irfanullah Arfeen

QASMS, Quaid-i-Azam University, Islamabad, Pakistan

Arbab Gul

Center for Advanced Studies in Engineering, Islamabad, Pakistan

Abstract

Pakistan is currently facing an unprecedented political and economic crisis, demanding committed and capable public managers to improve institutional performance and counter economic challenges. However, limited efforts have been made by government officials to emphasize leadership's role in fostering organizational commitment among public servants. This study investigates the influence of leadership styles and employee performance on the effectiveness of public sector organizations. Data were collected through online surveys from 279 middle managers across six public institutions: Capital Development Authority (CDA), Islamabad Electric Supply Company (IESCO), Sui Northern Gas Pipelines Limited (SNGPL), National Database and Registration Authority (NADRA), Pakistan International Airlines (PIA), and Capital Hospital. Using a quantitative approach and purposive sampling, responses were analyzed through PLS-SEM analyses. Results reveal that both transformational and transactional leadership styles significantly enhance employee performance. Furthermore, employee motivation and training act as mediators, strengthening the relationship between leadership and performance outcomes. Notably, Organizational Citizenship Behavior (OCB) moderates the motivation–performance link but not the training–performance link, highlighting the need to promote OCB within institutions. These findings reinforce prior research and underscore leadership's dynamic role in shaping organizational success.

Keywords: *Transformational Leadership, Transactional Leadership, Employee Training, Employee Motivation, Employee Performance, Organizational Citizenship Behavior, Public Sector, Pakistan.*

1. Introduction

Effective Leadership, employee motivation and targeted training initiatives are crucial driver of employee performance particularly in public sector organizations (Asif & Rathore, 2021). In today's dynamic and competitive environment, leadership has emerged as a central theme in organizational research due to the growing pressure on institutions to remain effective amid rising competition (Probojakti, Utami, Prasetya, & Riza, 2025). Public sector organizations, in particular face mounting demands, to enhance efficiency and service quality. To meet these challenges, many have adopted specific leadership styles such as transformational and transactional leadership to influence employee behavior and align efforts toward organizational goals. These leadership approaches not only shape motivation and training but also indirectly contributing to improving employee performance, with Organization Citizenship Behavior (OCB) plays a potential role in this process.

Research consistently highlights the critical role of leadership styles in shaping employee performance across various organizational contexts (Mansoor & Hussain, 2024; Mansoor, Umer, & Duenas, 2025). Similarly, studies conducted in different countries, report a significant positive relationship between these leadership styles and employee outcomes (Haque,

Fernando, & Caputi, 2021). Broader international evidence also supports the view that leadership whether transformational, transactional, democratic, or autocratic plays a vital role in directing employee behavior, motivation, and development, all of which are essential for enhancing organizational performance (X. Wang, Liu, Wen, & Xiao, 2022). Saira, Mansoor, and Ali (2021) found that both transformational and transactional leadership styles positively influence employee performance, with transformational leadership exerting a notably stronger effect.

Contemporary research has increasingly emphasized the leader-follower dynamics, particularly the role of transformational leadership in shaping employee behavior and outcomes. Transformational leaders are characterized by their ability to inspire subordinates to internalize organizational values while fostering personal growth and addressing individual developmental needs (Bass, 1999; Bass & Riggio, 2006). Avolio, Bass, and Jung (1999) suggested that the attributes of transactional leadership can be categorized into two key components: contingent reward and management by exception. Through contingent rewards, leaders enhance employee performance by offering clear incentives tied to the achievement of specific tasks or goals, thereby promoting goal-oriented behavior and productivity (Abdelwahed, Soomro, & Shah, 2023). However, debate continues regarding the comparative effectiveness of transformational versus transactional leadership in enhancing employee performance (Sokolic, Croitoru, Florea, Robescu, & Cosac, 2024).

In many organizational settings, transformational and transactional leadership styles often co-occur simultaneously, rather than function in isolation necessitating a more integrated examination of their combined effects on employee outcome, as heightened by studies (González-Torres, Nájera-Sánchez, Huertas-Valdivia, & Pérez-Pérez, 2023). While existing literature confirms positive association between transformational and transactional leadership on employee performance, it remains essential to explore the underlying mechanisms through which these effects occur (Carton, 2022). Drawing on Social Exchange Theory (SET) which posit that social relationships are built on reciprocal exchanges of benefits and obligations, leadership behaviors can be seen as initiating a relational exchange process (Fan, Li, Mao, & Lu, 2021). For instance, when leaders offer support, recognition, or rewards (as in transformational or transactional leadership), employees may feel obligated to reciprocate through enhanced commitment, motivation, or performance (Kwarteng, Frimpong, Asare, & Wiredu, 2024).

According to SET, when leaders invest in their subordinates through support and recognition and developmental opportunities employees are likely to reciprocate with increased commitment and performance (Asrar-ul-Haq & Kuchinke, 2016). Motivation act as central mechanism in this exchange process. Transformational leaders, by articulating a compelling vision intrinsically motivate employees to go beyond expectations. Transactional leaders, on the other hand, use contingent rewards to extrinsically motivate task completion (Avolio et al., 1999) which also contributes to performance, though often within the boundaries of defined objectives. Similarly, employee training as a developmental mechanism through which leadership enhances performance. Both transformational and transactional leaders can foster learning environment either through empowerment or structured feedback, that promote continuous improvement (Cahyadi et al., 2022).

Empirical studies support this view, showing that OCB enhances the impact of leadership on individual and team performance. Drawing upon SET, when employee perceive as treated well and supported by leaders, they are more likely to reciprocate by engaging in discretionary behaviors that go beyond their formal job requirements such as OCB (Xu, Wang, & Ma, 2022). These behaviors such as helping others, being proactive or showing organizational loyalty can amplify the positive effect of motivation and training on employee performance (Hermanto & Srimulyani, 2022). Employees high in OCB are more likely to translate leadership inputs (e.g.,

motivation, rewards, or developmental support) into stronger performance outcomes (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022).

This research not only explores the relationship between leadership styles and employee performance but also underscores the importance of leadership in shaping the quality of staff performance. By integrating motivation and training as mediators offers a more comprehensive and theoretically grounded explanation of how leadership styles shape employee outcomes. Therefore, OCB functions as a contextual factor or boundary condition that strengthens or weakens the leadership–performance link, making it a valuable moderator in this model.

2. Literature Review

2.1 Theoretical Foundation

The conceptual framework presented is underpinned by Social Exchange Theory (SET), which highlights the formation of reciprocal relationships grounded in mutual trust, support, and shared benefits (Blau, 1964). According to SET, when organizations and leaders provide meaningful resources such as skills development, assistance, and equitable treatment employees are likely to respond with constructive behaviors and enhanced job performance (Cropanzano & Mitchell, 2005).

Within this framework, both transformational and transactional leadership serve as catalysts for this exchange dynamic. Transformational leadership seeks to elevate employees through inspiration and intellectual stimulation, while transactional leadership emphasizes structured reward systems based on performance outcomes. These approaches represent perceived organizational commitment, which in turn strengthens employee motivation and learning opportunities.

When employees benefit from training and feel empowered, they are more inclined to participate in Organizational Citizenship Behavior (OCB) non-mandatory, prosocial actions such as offering help to colleagues or exceeding role expectations. These behaviors reflect a sense of reciprocation shaped by the perception of fair and supportive leadership, aligning with the principles of SET.

In essence, the integration of leadership style, employee development, motivation, and discretionary behavior culminates in improved employee performance. Social Exchange Theory offers a robust explanation for this pattern, suggesting that employees reciprocate the favorable treatment they receive through heightened commitment and output. Thus, the model embodies a cycle of mutual reinforcement consistent with the core ideas of SET.

2.2 Transformational Leadership and Employee Performance

Originally conceptualized by (Bass, 1985), transformational leadership (TL) emphasizes visionary thinking, motivational influence, intellectual stimulation, and personalized attention to followers. These elements collectively foster heightened employee engagement and improved performance (Avolio et al., 1999). TL encourages employees to align their personal goals with organizational aspirations, creating a growth-conducive atmosphere (G. Wang, Oh, Courtright, & Colbert, 2011). Substantial research underpins this association. For instance, Alwali and Alwali (2022) found a significant positive relationship between TL and both individual and group performance. Employees inspired by transformational leaders are more likely to display initiative, satisfaction, and discretionary effort—factors that contribute directly to enhanced job performance.

H₁: Transformational Leadership style has a significant impact on employee performance.

2.3 Transactional Leadership and Employee Performance

Transactional leadership (TL), as described by Bass (1985), is centered on defined roles, performance expectations, and a reward-based management approach. Leaders utilizing this

style prioritize compliance and task completion, relying on a structured framework (Avolio & Bass, 2004). It proves effective in predictable work settings by enhancing efficiency. Studies indicate that transactional behaviors, particularly contingent rewards, can improve individual performance. Abdelwahed et al. (2023) highlight a strong connection between reward-based leadership and task output. Similarly, C.-C. Lee, Yeh, Yu, and Lin (2023) argue that by minimizing ambiguity and promoting order, TAL supports enhanced employee performance.

H2: Transactional Leadership style has a significant impact on employee performance.

2.4 Employee Training as a Mediator

Transformational Leadership (TAL) impacts performance not only directly but also indirectly by fostering a learning-driven culture. Leaders who embody TL values prioritize professional development through consistent training and growth initiatives (Tafvelin, 2017). This focus strengthens employee capabilities and aligns development with strategic objectives. Training enhances performance by translating leadership influence into practical skills and behaviors. Employees under TAL are more engaged with training, viewing it as a path to personal and professional success (Anderson, 2017). Akdere and Egan (2020) found that TL-facilitated training significantly boosts performance outcomes.

H3: Employee Training mediates the relationship between transformational leadership and employee performance.

Transactional Leadership (TL) also facilitates performance via training, though through a more structured and compliance-driven path. By establishing clear expectations and using reinforcement mechanisms, transactional leaders create a conducive setting for skills development (Jacobsen, Andersen, Bøllingtoft, & Eriksen, 2022). Training strengthens the link between transactional behaviors and long-term performance by equipping staff with the tools needed for task completion (Tracey & Tews, 2005). This shows that even directive leadership styles can generate lasting performance improvements when supported by effective training.

H4: Employee Training mediates the relationship between transactional leadership and employee performance.

2.5 Employee Motivation as a Mediator

Transformational leadership is particularly effective in boosting employee motivation. Leaders stimulate commitment by articulating shared visions and acknowledging individual aspirations (Dai, Dai, Chen, & Wu, 2013). Motivation becomes the bridge through which leadership transforms into elevated performance (Saad Alessa, 2021). Such motivation is both intrinsic and extrinsic, resulting in increased enthusiasm, creativity, and output. Ibrahim, Karollah, Juned, and Yunus (2022) confirmed that intrinsic motivation mediated by TL leads to higher job performance. Greimel, Kanbach, and Chelaru (2023) further reinforced motivation's mediating role in enhancing outcomes under TL.

H5: Employee Motivation mediates the relationship between transformational leadership and employee performance.

Although TAL is more structured, it influences performance by motivating employees through contingent reinforcement. When staff understand and trust the reward systems in place, they are more likely to remain committed and productive. Fair application of rewards increases extrinsic motivation, leading to better task performance (Rabiul, 2024). Aljumah (2023) demonstrated that transactional leadership indirectly impacts performance when motivation is present.

H6: Employee Motivation mediates the relationship between transactional leadership and employee performance.

2.6 Organizational Citizenship Behavior as a Moderator

Training significantly enhances performance by upgrading employees' knowledge and abilities (Yimam, 2022). However, the effectiveness of this relationship depends on employee attitudes particularly Organizational Citizenship Behavior (OCB), which includes proactive and cooperative actions not formally required (Organ, 1988). Employees who regularly exhibit OCB are more likely to benefit from training, apply learning, and support peers, amplifying training effectiveness (Jehanzeb, 2022). High OCB enables smoother knowledge transfer and practical implementation. Hence, OCB moderates the influence of training on performance (Islam, Ahmad, & Ahmed, 2014).

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

Similarly, motivation leads to enhanced performance, but the degree of this influence can depend on OCB. Employees with high motivation but low OCB may underperform in team-based or collaborative tasks (Sultana & Johari, 2023). OCB fosters a cooperative environment where motivated individuals can thrive. Research supports this moderating role. For instance, Rita, Randa Payangan, Rante, Tuhumena, and Erari (2018) demonstrated that OCB boosts the motivational impact on output by improving adaptability and reducing workplace friction. Thus, OCB elevates the efficiency of motivated behavior (Dharma, 2018).

H8: Organizational Citizenship Behavior moderates the relationship between employee motivation and employee performance.

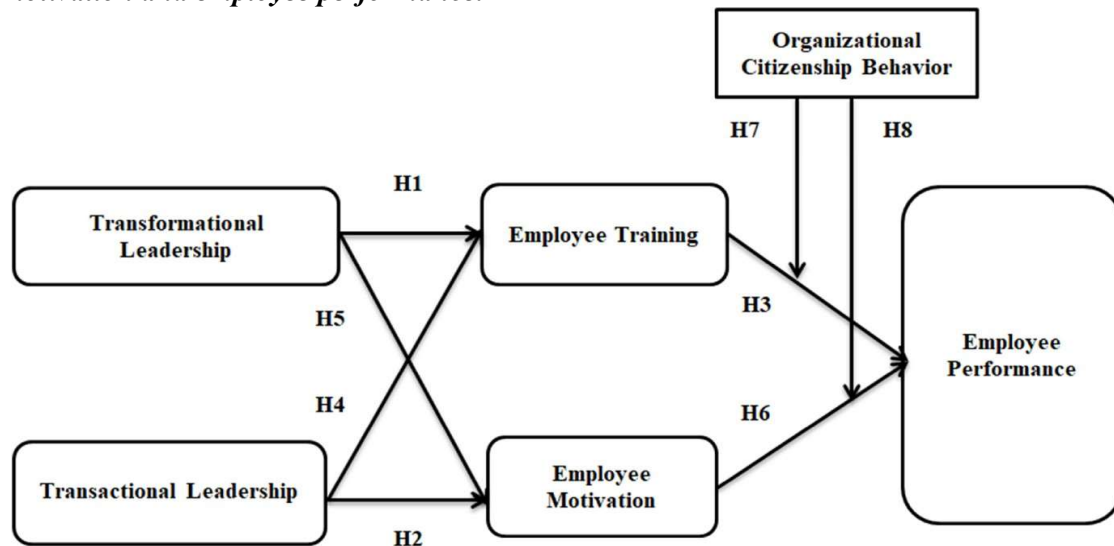


Figure 1. Theoretical Framework

3. Research Methodology

3.1 Population and Sample

Methodologically, this study employs a quantitative research design, using structured surveys to examine the relationships among variables. Data were collected through a self-administered questionnaire distributed to public sector employees. The Capital Development Authority (CDA), Sui Northern Gas Pipelines Limited (SNGPL), Islamabad Electric Supply Company Limited (IESCO), Pakistan International Airlines (PIA), National Database and Registration Authority (NADRA), and Capital Hospital were among the organizations included in the study. A simple random sampling technique was used to minimize selection bias. Out of 300 distributed questionnaires, 279 were valid and complete responses. This study adopts time-lagged three waves design to reduce common method bias. At Time 1, demographic variables

along with the independent variables—transformational and transactional leadership—and the moderator organizational citizenship behavior (OCB) were measured. At Time 2, the mediators employee training and employee motivation were assessed. At Time 3, the dependent variable employee performance was measured. There was two week weeks in every wave of data collection. The subjects' permission in the study was sought in writing and hence, their participation was voluntary and informed.

3.2 Measurement Scales

The survey included established and validated scales. Transformational leadership and transactional leadership were measure using Multifactor Leadership Questionnaire (MLQ) developed by (Bass & Avolio, 1990). Employee motivation was assessed by 7-items scale developed by Gagné et al. (2010), capturing both intrinsic and extrinsic motivation of employees. Employee training was measured through 5-items scale developed by Schmidt (2004). Organizational Citizenship Behavior was measured by 16-items scale taken from (K. Lee & Allen, 2002) capturing both individual and organizational citizenship behaviors. Employee Performance was measured in terms of task performance through 7-items scale used by Babin and Boles (1998) based on scale developed (Singh, Verbeke, & Rhoads, 1996). It was necessary to compare the Cronbach's alpha value to the usually acceptable threshold of 0.7 to ascertain the instrument's level of consistency (Joseph F Hair, Risher, Sarstedt, & Ringle, 2019). Table 1 shows items' internal consistency in measurement scale.

Data were analyzed using Structural Equation Modeling (SEM), a robust method suitable for large samples and complex models (Joe F Hair, Sarstedt, Ringle, & Mena, 2012), enhancing the validity and reliability of the results (Duckett, 2021). Demographic data such as gender and education were also collected to contextualize the findings. The Cronbach Alpha in Table 1 have values above than 0.70 for all the contracts prove internal consistency (Fornell & Larcker, 1981).

Table 1. Measurement Scale

Constructs	No of items	References	Cronbach α
Transformational Leadership	8	(Bass & Avolio, 1990)	0.828
Transactional Leadership	4		0.724
Employee Motivation	7	(Gagné et al., 2010)	0.701
Employee Training	5	(Schmidt, 2004)	0.766
Organizational Citizenship Behavior	16	(K. Lee & Allen, 2002)	0.782
Employee Performance	7	(Babin & Boles, 1998)	0.881

The demographic profile reveals a predominantly male workforce, with 66.7% (186) males and 33.3% (93) females. Age distribution shows a relatively young workforce, with 60.2% aged 40 or below. The largest age group is 31–40 years (40.1%), followed by 41–50 years (26.5%), 18–30 years (20.1%), and those 51 and above (13.3%). Regarding education, the majority of employees are highly qualified: 46.2% hold a Master's degree (129 individuals), and 45.2% have a Bachelor's degree (126 individuals). A smaller portion has a Professional Diploma (6.5%) or a Doctorate (2.2%). In total, 97.8% of employees possess at least a Bachelor's degree, reflecting a highly educated workforce. This demographic data suggests a skilled and relatively young employee base, with a notable representation of higher education qualifications and a moderate gender imbalance favoring males.

4. Results

4.1 Model Fit Indices

The model fit indices indicate a satisfactory overall fit (Iacobucci, 2010). The model has 449 degrees of freedom (DF) and a Chi-square value (CMIN) of 1447.162, resulting in a CMIN/DF ratio of 3.223. This ratio falls within the acceptable range of 1 to 3, suggesting a reasonable model fit. The Comparative Fit Index (CFI) is 0.934, which is within the acceptable threshold (>0.90), though slightly below the ideal benchmark of >0.95 for a good fit. The Standardized Root Mean Square Residual (SRMR) is 0.056, which is well below the recommended cutoff of <0.08 , indicating an adequate fit. Moreover, the Root Mean Square Error of Approximation (RMSEA) is 0.039, which is below the <0.06 criterion, suggesting an excellent fit of the model to the data.

Convergent validity was assessed using Average Variance Extracted (AVE) and composite reliability (CR). All constructs in Table 2 exhibited AVE values above 0.50 and CR values exceeding 0.70, indicating acceptable convergent validity (Joe F Hair et al., 2012).

4.2 Reliability Analysis

In accordance with Marcoulides and Raykov (2019), data problems emerge if the variation inflation factor value exceeds 10. The findings in Table 3 demonstrate that transactional leadership has a variation inflation factor of 1.604, for transformational leadership is 1.495, for organizational citizenship relationship is 1.085, for employee training is 1.190, employee performance has value of 1.135, and for employee motivation is 1.533, indicating there is no multicollinearity in the data.

Table 2. Reliability Analysis

Constructs	VIF	CR	AVE	OCB	EP	TFL	TCL	ET	EM
HTMT Ratio									
OCB	1.085	0.860	0.508	-					
EP	1.135	0.898	0.638	0.080	-				
TFL	1.495	0.876	0.543	0.181	0.697	-			
TCL	1.604	0.885	0.658	0.126	0.394	0.480	-		
ET	1.190	0.798	0.502	0.112	0.487	0.428	0.227	-	
EM	1.533	0.929	0.723	0.023	0.300	0.474	0.652	0.280	-

Note: Transformational Leadership (TFL); Transactional Leadership (TCL); Employee Motivation (EM); Employee Training (ET); Organizational Citizenship Behavior (OCB); Employee Performance (EP)

A metric for evaluating discriminant validity between the study's constructs is the Heterotrait-Monotrait (HTMT) ratio (Roemer, Schubert, & Henseler, 2021). When HTMT values are less than the 0.85 threshold (Joseph F Hair et al., 2019), which indicates that the constructs are different from one another, discriminant validity is verified.

4.3 Descriptive Statistics

Table 3. Descriptive Statistics

Constructs	Mean	SD	Kurtosis	Skewness
Transformational Leadership	5.627	0.989	0.857	-0.944
Transactional Leadership	4.577	1.518	-0.967	-0.113
Employee Motivation	4.661	1.410	0.284	-0.490
Employee Training	5.828	1.219	1.833	-1.350
Organization Citizenship Behavior	4.081	1.209	-0.500	0.353
Employee Performance	5.758	0.943	0.060	-0.668

For normality of constructs, we examine skewness and kurtosis values. Skewness value between -1 to +1 are acceptable, while kurtosis between -2 to +2 are acceptable for kurtosis. In Table 3, most construct meet normality assumptions. Mean value ranges from 4 to 6 implies that most respondent mark high on constructs.

4.4 Direct Effects

The analysis of the direct effects of Transactional Leadership (TCL) and Transformational Leadership (TFL) on Employee Performance (EP) reveals significant results for both leadership styles. Hypothesis 1 (H1), which posited that TFL positively influences EP, is supported with a direct path coefficient of 0.321 and a p-value of 0.001, indicating a statistically significant effect. Similarly, Hypothesis 2 (H2) suggests that TCL also has a positive impact on EP, with a direct path coefficient of 0.224 and a highly significant p-value of 0.000. These results demonstrate that both leadership styles contribute positively to employee performance, underscoring the importance of effective leadership in enhancing organizational outcomes.

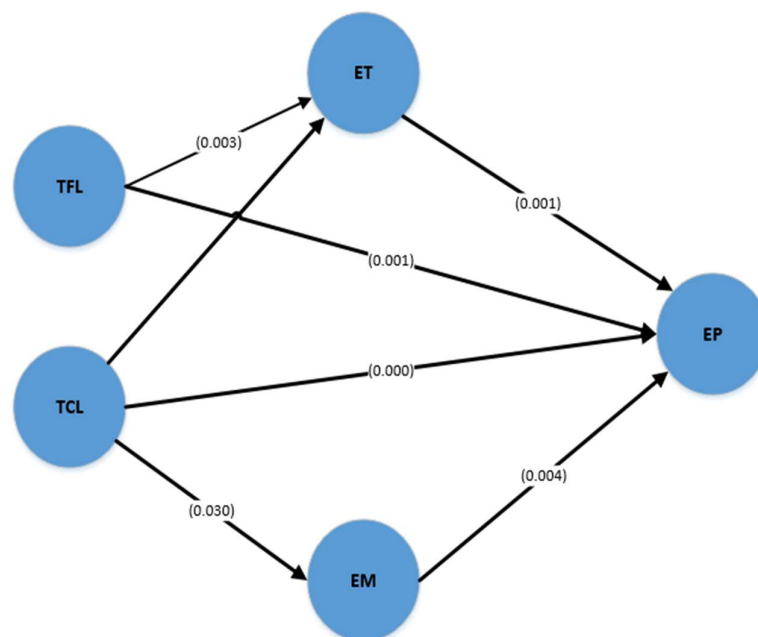


Figure 2. Mediation Analysis

4.4 Mediation Analysis

The examination of the mediating effects of Employee Training (ET) and Employee Motivation (EM) on the relationship between Transformational Leadership (TFL) and Employee Performance (EP) reveals significant findings. Employee Training mediates the relationship between TFL and EP, with an indirect path coefficient of 0.109 with a p-value of 0.001, confirms H3. Similarly, Employee Motivation mediates the relationship between TFL and EP. The indirect path coefficient is 0.244, with a p-value of 0.003, proves H5. These results highlight the crucial roles of Employee Training and Employee Motivation as mediators in enhancing the impact of Transformational Leadership on Employee Performance. Moreover, the path coefficient for indirect effect of Employee Training (ET) between Transactional Leadership and Employee Performance is 0.186 with p-value of 0.001, confirms H4. The indirect effect of and Employee Motivation (EM) between Transactional Leadership and Employee Performance is 0.126 with a p-value of 0.001, establish H6.

Table 4. Path Analysis

	Direct Path	B	S.E.	P-Value	Decision
H ₁	TFL --> EP	0.321	0.047	0.001	Supported
H ₂	TCL --> EP	0.224	0.032	0.000	Supported
Mediation Analysis (Indirect Effects)					
H ₃	TFL --> ET --> EP	0.109	0.043	0.001	Supported
H ₄	TCL --> ET --> EP	0.186	0.019	0.001	Supported
H ₅	TFL --> EM --> EP	0.244	0.033	0.003	Supported
H ₆	TCL --> EM --> EP	0.126	0.050	0.001	Supported
Moderation Analysis (Interaction Effects)					
H ₇	ET*OCB --> EP	0.310	0.094	0.076	Not Supported
H ₈	EM*OCB --> EP	0.611	0.102	0.000	Supported

Note: Transformational Leadership (TFL); Transactional Leadership (TCL); Employee Motivation (EM); Employee Training (ET); Organizational Citizenship Behavior (OCB); Employee Performance (EP)

4.5 Moderation Analysis

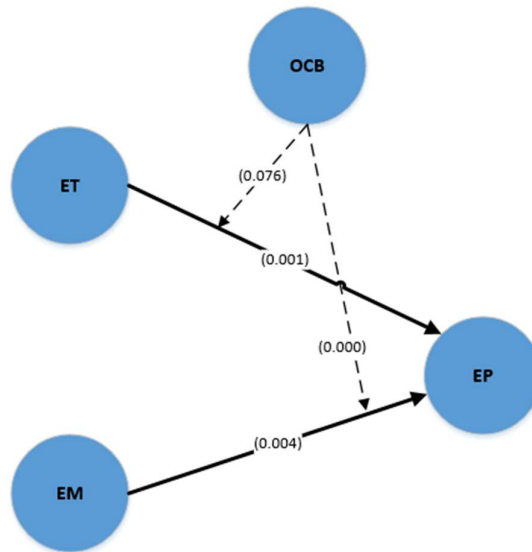


Figure 3. Moderation Analysis

Employee Performance (EP) yields mixed results for the hypothesized relationships. Hypothesis 7 tested whether Employee Training (ET) moderates the relationship between OCB and EP. The moderation coefficient (β) was 0.310, with a t-value of 4.661 and a p-value of 0.076. As the p-value exceeds the conventional significance threshold of 0.05, H₇ is not supported, indicating that ET does not significantly moderate the OCB–EP relationship. In contrast, Hypothesis 8 (H₈) examined whether Employee Motivation (EM) moderates this relationship.

The analysis revealed a significant moderation effect with a coefficient (β) of 0.611, a t-value of 9.808, and a p-value of 0.000. These results support H₈, suggesting that higher levels of employee motivation amplify the positive effect of organizational citizenship behaviors on employee performance.

5. Discussion

Using data from six Pakistani public enterprises, this unique study sought to examine the impact of two leadership styles (transformational and transactional) on employee performance. The findings reveal that transformational and transactional leadership styles significantly enhance employee performance in public sector organization, primarily through the mediating effects of employee training and motivation (Cahyadi et al., 2022). Leadership that inspire employees to align with the organizational vision, as well as managerial styles that focus on structured tasks and rewards, both contribute positively to employee productivity. However, their effectiveness is amplified when coupled with robust training initiatives and strong motivational mechanisms, emphasizing that leadership alone is not sufficient, its impact is realized through well-developed human capital and sustained employee motivation (Kwarteng et al., 2024). Employees who frequently engage in OCB tends to foster a collaborative environment that enhances overall performance outcomes. Similarly, motivated employees are more likely to exert discretionary effort, leading to higher levels of productivity and job effectiveness. The moderating effect of OCB to enhance training-performance link was not supported as training alone directly enhance performance regardless of extra-role behaviors (Sauer, Centner, Longhi, Siggen, & Tettamanti, 2023), other contextual factors like rigid structures or limited autonomy may reduce the visible influence of OCB.

5.1 Theoretical Implications

This study reinforces Social Exchange Theory (SET) by showing that leadership behaviors foster reciprocal employee responses such as increased motivation and performance. This study highlights the importance of training and motivation as key developmental and psychological mechanisms linking leadership styles to employee performance. The non-significant moderating effect of OCB suggests that contextual variables may not universally enhance the training–performance relationship, calling for inclusion of other contextual factors to existing models. : The findings contribute to leadership theory by validating its applicability in the structured and bureaucratic context of public sector organizations.

5.2 Practical Implications

Promoting Leadership Traits. Managers should adopt transformational leadership behaviors by building trust, showing genuine concern for employees, and inspiring them beyond self-interest to enhance overall performance.

Proactive Communication and Goal Clarity. Managers must take initiatives in in clearly communicating organizational norms, expectations, and long-term goals, rather than responding reactively to problems, to ensure alignment and prevent performance gaps.

Structured Training and Leadership Development. Organizations should invest in targeted training programs for supervisor to strengthen leadership capabilities, integrating teamwork-based trainings and involving employees in decision-making processes.

Aligning Leadership Styles with Departmental Needs. The study suggests adopting structured and context-appropriate leadership styles across departments to improve consistency, product quality, and the realization of employee potential.

5.3 Limitations & Future Directions

This study has certain limitations. Firstly, the study was conducted in public sector organizations, which may limit generalizability of the findings in other context. Future studies should replicate the model in diverse organizational settings to examine the robustness of

leadership-performance dynamics across sectors. Secondly, the use of cross-sectional research design restricts the ability to infer causal between leadership styles, motivation, training, and performance. Fourth coming studies should adopt longitudinal or experimental designs to better establish temporal and causal linkage between variable. Lastly, the moderating role of Organizational Citizenship Behavior (OCB) between training and performance was not supported, possibly due to contextual or measurement limitations. Imminent studies could explore alternative moderators like organizational culture, autonomy and refine OCB measures to capture their interactive effects more accurately.

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