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Exploring the Nexus between Motivation, Leadership Style and Firm Performance of Public Organizations: Mediating Role of Organizational Culture

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Abstract

The prime purpose of the current paper is to explore the nexus among the motivation, leadership style and firm performance of the public sector organization in Indonesia with the help of mediating role of organizational culture. The data were taken from the leaders and followers of the public sector organization from the Jakarta city of Indonesia. The smart PLS was used for regression analysis and hypotheses testing. The results found the positive nexus among the motivation, leadership style and firm performance of the public sector organization in Indonesia. Findings also discovered that the organizational culture positively mediates among the nexus of motivation, leadership style and firm performance of the public sector organization in Indonesia. Thus, the present study recommended to the regulators that they develop suitable policies to enhance the motivation and leadership style that leads the organization towards high firm performance.

Key words: Firm Performance, Motivation, Leadership Style, Organizational Culture, Public Sector Organization.

Introduction

The success of the organization depends upon the behaviour, values, motivations and the ways of the leaders work in the organization. The employees that are motivated and adjusted with the way of dealing of the leaders are very committed with the assignments and tasks are given by the organization (Rehman, Ali, Sajjad Hussain, & Zamir Kamboh, 2019). They feel that they are a vital part of the organization and this place is the learning and development place for them to improve their skills and capabilities. These type of employees are very loyal to the firm and spend longer time in the organization. They have irreplaceable advantage due to their extensive experience and commitment with the organization and its success. The organization that involves the employees while creating the objectives, norms, mission, values and vision are more successful in terms of motivated employees that can be used to achieve any goal in the organization. In addition, the employees that are involved and engaged are considered happier followers of the leaders, take less stress and high productivity during the job in the organization (Shahid, Nisar, Azeem, Hameed, & Hussain, 2018). Due to the globalization and modern way of working workplace, the effective interaction among the leaders and followers is necessary and vital for the success of the organization. It is also crucial for the coordination and effective communication among the employees and leaders for the fulfilment of objectives and goals of the organization within deadlines (Riaz, Arif, Nisar, Ali, & Sajjad, 2018).

The collaboration and coordination among the values of the organization and employees are the reflections of involvement of the employee and the turnover rate of the employees in the organization. The behaviour, ability of learning, leader's influence, dedication, development, prior experience and personality are the foremost factors that may affect the motivation, needs, desires and satisfaction for the employees at workplace. This situation can lead the intentions of scholars and intellectuals of the management towards the style of leadership and development in the interaction of the employees and managers for the achievement of organizational goals, objectives and values through effective attitudes and behaviours of the employees. The behaviour of the supervisors has a significant effect on the motivation and encouragement of the employees in achieving the goals and objectives of the organization. Moreover, it also helps the employees to handle the difficult task in the organization that leads them towards success (Yousaf, Nisar, Ali, Hussain, & Kamboh, 2019). Thus, the success of the organization depends upon the satisfaction level of the employees that is the outcome of effective environment, motivation and effective style of leadership in the organization. Previous studies regarding the style of leadership, attitudes and values of work have extensively focused on the findings of attitudes and specific behaviour that produce high impact on the motivation of the employees.

Therefore, the motivation of the employees through different aspects of the effective workplace outcomes and effective style of leadership can enhance the performance of the organization. There are two prominent leadership styles existing in the organization that improve the motivation and ability to do effective work for the success of the organization. First one is transformational leadership (TFL) in which the beliefs and values are transformed into the followers through inspiration and motivation (Hariri, Monypenny, & Prideaux, 2016). TFL motivates the employee at workplace in various ways and develops the features in the employees that they consider that they are the part of the organization (Husain, 2017). While in the transactional (TSL) style, the leaders monitor closely the efforts and works of the followers and motivate the employees by giving them rewards on their extra-ordinary performance in the success of the organization and also give punishment on the bad deeds in the organization. These leadership qualities and motivation are necessary for every type of organization to boost up the employees for the success of the organization. The government sector of Indonesia has some issues regarding the motivation and leadership that affected the performance of the organization in the country (Pawirosumarto, Sarjana, & Gunawan, 2017). The main feature of TFL that enhance the performance of the employees through motivation and inspiration. Figure 1 shown the ways TFL can work in the motivation and performance of the employees. According to the picture, the first way that carries by the TFL is modelling the way to enhance the performance. The TFL provides modern ways to work that motivate the employees to work hard for the success of the organization. In addition, the second way that carries by the TFL is encouraging the hurt to enhance the performance. The TFL encourages the employees that motivate them to work hard for the success of the organization. Moreover, the third way that carries by the TFL is inspiring a shared vision to enhance the performance. The TFL encourages the workers that motivate them to work hard for the success of the organization. Furthermore, the fourth way that carries by the TFL is enabling the others to act that enhances the performance. The TFL provides the encouragement to labour and other people that motivate them to work hard for the success of the organization. Lastly, the final

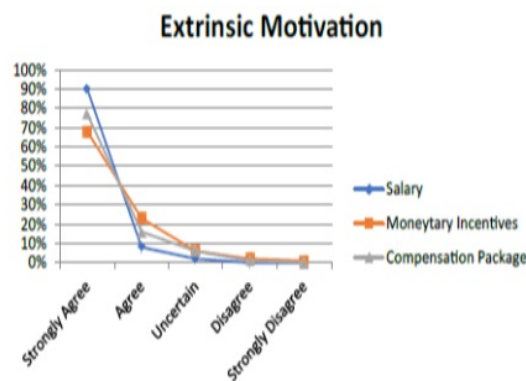
way that carries by the TFL is challenging the processes to enhance the performance. The TFL provides the challenges to the workers that motivate them to work hard for the success of the organization. The ways that use by TFL give in Figure 1 as under:

Figure 1. TFL ways to enhance the Motivation of Employees



There are several ways of motivation in the organization to increase the performance of the company. The first way that is used by the companies to motivate the employees is the salary. The following figures show that the increase in the salary can increase the motivation from 10 percent to 90 percent. In addition, the second way that is used by the companies to motivate the employees is the monetary incentives other than the salary. The following figures show that the increase in the monetary incentives can increase the motivation from 10 percent to 70 percent. Moreover, the third way that is used by the companies to motivate the employees is the compensation package. The following figures show that the compensation package can increase the motivation from 10 percent to 75 percent. The ways of extrinsic motivation are given in figure 2 as under:

Figure 2. Extrinsic Motivation of Employees



Thus, the present study is exploring the impact of motivation and two major leadership styles such as TFL and TSL on the performance of government employees in Indonesia. The leaders and managers of government organizations perform a variety of works and tasks on daily basis that needs motivation and effective style of leadership to achieve that works and tasks of the organization. Therefore, main aim of the paper is to investigate the effective leadership style that enhances the motivation of the employee in achieving the objective of daily basis and the success of the organization.

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Literature Review

The critical review of the literature of previous studies is given in this part of the study. Literature includes operation definition of the constructs and nexus among the constructs.

Firm Performance

It means the overall performance of the firm that includes the operational, financial, and managerial performance of the company. Moreover, “the performance of the company against prescribed standards, such as compliance with regulations, waste reduction, and productivity” (p-148) (Podgórski, 2015). In addition, firm performance is defined as the performance of the organization from its day to day operations of the company. Additionally, the achievement of the described objects and goals of the organization for a given period is said to be performance of the firm. However, the improvement in the financial situation or accomplish the financial goals of the firm is said as performance of the firm (Gallego-Álvarez, Segura, & Martínez-Ferrero, 2015). However, “firm performance measurements are the key metrics which are used to measure the operational performance of a company. Different companies have different metrics to measure their performance, but few of the metrics are common across the entire business environment” (p-3047) (Jabbour et al., 2016). Thus, the firm performance is a vital element for the success of the organization, and the present study uses this construct as prime construct of the paper.

Motivation

The motivation means the process by which an individual can act without forcing and according to the desire of the organization. In addition, “motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish their goals. In the work goal context the psychological factors stimulating the people's behaviour can be - desire for money” (p-54) (Ryan & Deci, 2017). Moreover, the way that inspires the workers put all the efforts for the success of the organization is known as motivation. Furthermore, “motivation is the reason for people's actions, willingness and goals. Motivation is derived from the word motive which is defined as a need that requires satisfaction. These needs could be wants or desires that are acquired through influence of culture, society, lifestyle, etc. or generally innate” (p. 217) (Nicholls, 2017). Thus, the motivation of the workers is a vital element for the success of the organization, and the present study uses this construct as an independent construct of the paper.

Transformational Leadership (TFL)

The style of leadership that deals with the motivation, values and behaviour of the employees and these motivation increase through the encouragement and inspiration by the leaders. In addition, “Transformational leadership is defined as a leadership approach that causes a change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders” (p. 443) (Dong, Bartol, Zhang, & Li, 2017). Additionally, it means the leadership style that achieve the organizational goals from the employees with the help of inspiration, encouragement and motivation of the employees. Furthermore, “Transformational leadership is an approach in which a leader inspires and motivates team members to create positive changes within an organization. This leadership style can increase group morale, lead to rapid innovation, improve conflict resolution, decrease turnover and foster a sense of ownership amongst a team” (p. 10) (Hoch, Bommer, Dulebohn, & Wu, 2018). Thus, the TFL style is a vital element for the motivation of the employees that is necessary for the success of the organization and present study use this construct as independent construct of the paper.

Transactional Leadership (TSL)

The style that deals with the reward and punishment to the employee when they achieve some specific goals and fails to perform their assign duties. (Masa'deh, Obeidat, & Tarhini, 2016). In addition, “this type of leader sets the criteria for their workers according to previously defined requirements. Performance reviews are the most common way to judge employee performance. Transactional, or managerial, leaders work best with employees who know their jobs and are motivated by the reward-penalty system” (p. 210) (Deichmann & Stam, 2015). Moreover, the reward and punishment style of the leadership that motivate the employees by giving the reward when they achieve specific objects given by the organization and also give punishment when they fail to perform well due to their laziness. Furthermore, “transactional leadership style involves a system of rewards and punishment based on the performance of an employee. It is an effective leadership approach that focuses solely on the relationship between a leader and his subordinates. This style of leadership is considered border authoritative and can stifle if not engaged in the right way” (p-190) (Kark, Van Dijk, & Vashdi, 2018). Thus, the TSL style is a vital element for the motivation of the employees that is necessary for the success of the organization and present study use this construct as independent construct of the paper.

Organizational Culture

It means the beliefs, values and assumptions of the organization that influence the behaviour and way of dealing with the workers in the organization. In addition, “Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs” (p. 35) (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016). Moreover, the way of dealing in the organization in terms of values, beliefs and culture is said to be organizational culture. Additionally, the culture of the organization is the foremost element that enhances the motivation and satisfaction of the employees that leads the organization towards success. Furthermore, “organizational culture

is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization" (p. 65) (Helms Mills & Mills, 2017). Thus, the organizational culture is a vital element for the motivation of the employees that is necessary for the success of the organization and present study use this construct as independent construct of the paper.

Motivation and Firm Performance

The motivation of the employees is the vital element of the high performance of the firm throughout the globe. The motivated employees are the greater source of the organization that leads them towards success (Machmud & Sidharta, 2016). In addition, the collaboration and coordination among the values of the organization and employees are the reflection of involvement of the employee, the turnover rate of the employees and performance of the organization. The success of the organization depends upon the committed and motivated employees of the organization (Dahlan, 2018). The motivated employees are the greater source of the organization that enhances the performance of the firm. The previous literature found positive nexus among the motivation and performance of the firm. The goals of the organization cannot be achieved without the committed and motivated employees of the firm. The motivation of the employees can increase their performance that leads the organization towards success. Motivated and committed employees are the vital factors in the success of the organization. The performance of the firm increases with increase in the motivation and satisfaction of the employees in the organization and vice versa (Tamar, Wirawan, & Bellani, 2019). Thus, the organization cannot achieve their goals without the motivated, and committed employees that come through from the motivation and based on above literature current study make the following hypothesis:

H1: There is positive nexus among the motivation and firm performance of the government organizations in Indonesia.

Transformational Leadership (TFL) and Firm Performance

The TFL is the greater source of motivation of the employees and also the vital element of the high performance of the firm throughout the globe. The motivated employees are the greater source of the organization that comes from TFL that leads them towards the success (Ebenezer Aritonang, Sadalia, & Wibowo, 2018). In addition, TFL increases the collaboration and coordination among the values of the organization and employees are the reflection of involvement of the employee, the turnover rate of the employees and performance of the organization. The success of the organization depends upon the committed and motivated employees of the organization that is the outcome TFL. Moreover, TFL motivated the employees that are the greater source of the organization that enhances the performance of the firm (Widianto & Harsanto, 2017). The previous literature found positive nexus among the TFL and performance of the firm. The goals of the organization cannot be achieved without TFL. Furthermore, TFL increases the motivation of the employees that can increase their performance that leads the organization towards success. Motivated and committed employees are the outcome of TFL and also a vital factor in the success of the organization (Harsanto & Roelfsema, 2015). The performance of the firm increases with increase in the TFL in the

organization and vice versa. Thus, the organization cannot achieve their goals without the motivated, and committed employees that come through TFL and based on above literature current study make the following hypothesis:

H2: There is positive nexus among the TFL and firm performance of the government organizations in Indonesia.

Transactional Leadership (TSL) and Firm Performance

The TSL is the greater source of motivation of the employees and also the vital element of the high performance of the firm throughout the globe. The motivated employees are the greater source of the organization that comes from TSL that leads them towards success. In addition, TSL increases the collaboration and coordination among the values of the organization and performance of the organization (Rawung, Wuryaningrat, & Elvinita, 2015). The success of the organization depends upon the committed and motivated employees of the organization that is the outcome TSL (Jermias, Gani, & Juliana, 2018). Moreover, the previous literature found positive nexus among the TSL and performance of the firm. The goals of the organization cannot be achieved without TSL. Furthermore, TSL increases the motivation of the employees that can increase their performance that leads the organization towards success. Motivated and committed employees are the outcome of TSL and also a vital factor in the success of the organization. The performance of the firm increases with increase in the TSL in the organization and vice versa (Rante & Warokka, 2016). Thus, the organization cannot achieve their goals without the motivated, and committed employees that come through TSL and based on above literature current study make the following hypothesis:

H3: There is positive nexus among the TSL and firm performance of the government organizations in Indonesia.

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Mediating Role of Organizational Culture

The culture of the organization is the foremost element that enhances the motivation and satisfaction of the employees that leads the organization towards success. Moreover, the style of leadership and the motivation of the employees depend upon the style and culture of the firm that enhances the success of the organization (Dhar, 2015). In addition, organizational culture increases the motivational style of leadership and also enhance the satisfaction of employees that is the basic requirement of the success of firm. Furthermore, favorable culture of the organization enhance the motivation of the employees, and motivated employees increase the firm performance (Ashikali & Groeneveld, 2015). Additionally, the favorable organizational culture has positive impact on the motivation of personnel that also have positive nexus with firm performance and vice versa. Similarly, suitable culture of the firm can enhance the satisfaction of the labour that increases the performance of the organization (Zyphur, Zammuto, & Zhang, 2016). Thus, based on above literature current study made the following hypotheses:

H4 (a): Organizational culture positively mediates the nexus among the motivation and performance of government organizations in Indonesia.

H4 (b): Organizational culture positively mediates the nexus among the TFL and performance of government organizations in Indonesia.

H4 (c): Organizational culture positively mediates the nexus among the TSL and performance of government organizations in Indonesia.

Research Methods

The prime purpose of the current paper is to explore the nexus among the motivation, leadership style and firm performance of the public sector organization in Indonesia with the help of mediating role of organizational culture. The data were taken from the leaders and followers of the public sector organization from the Jakarta city of Indonesia. The smart PLS was used for regression analysis and hypotheses testing.

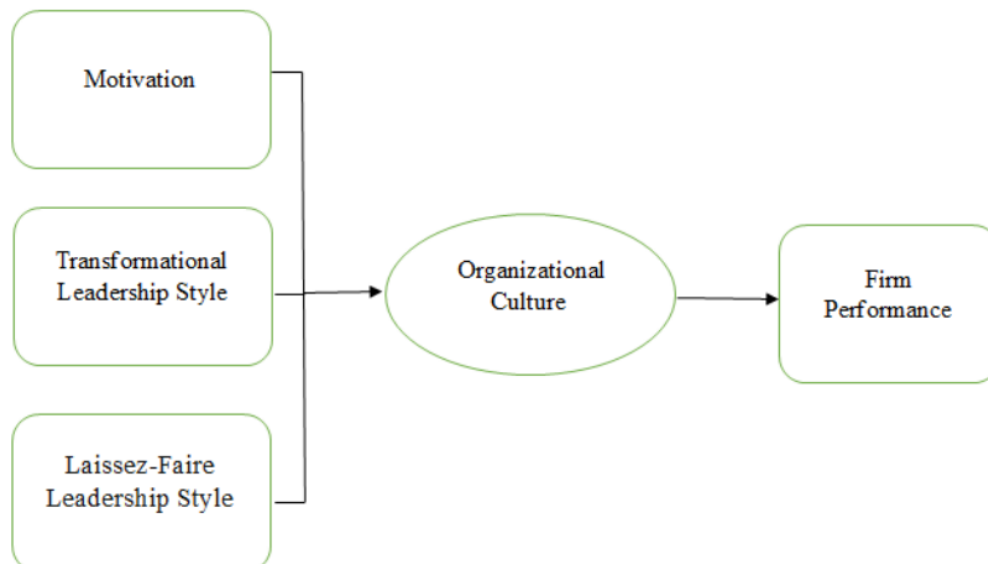
Measures

The main variable firm performance (FP) is measured by “performance measuring scale (PMS)” that was established by Spector (1997) and had eight items. In addition, motivation (MTN) has five items while leadership styles are measured by “Multi-factor leadership Questionnaire (MLQ)” that was established by Avolio and Bass (2004), that showed the TFL has ten items and TSL also has ten items. Moreover, organizational culture has measured by “organizational cultural scale (OCS)” that was established by Kacmar and Carlson (1997) that has six items.

Data Collection Procedure

The data were taken from the leaders and followers of the public sector organization from the Jakarta city of Indonesia. The 600 questionnaires were distributed by personal visit to the government institution of Jakarta. After 25 days, around 450 valid questionnaires were returned and used for analysis. These responses showed approximately 75 percent response rate.

Theoretical Framework



Findings

This part shows the convergent as well as discriminant validity and path analysis of the constructs. In addition, Table 1 highlighted the correlation among the items and findings explain that no problem with convergent validity because the loadings are more than 0.50 while CR and Alpha are more than 0.70 and AVE are more than 0.50.

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Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Firm Performance	FP1	0.706	0.849	0.884	0.523
	FP2	0.822			
	FP3	0.633			
	FP4	0.627			
	FP5	0.678			
	FP6	0.788			
	FP8	0.782			
Motivation	MTN1	0.880	0.806	0.862	0.558
	MTN2	0.780			
	MTN3	0.704			
	MTN4	0.671			
	MTN5	0.679			
Organizational Culture	OC1	0.745	0.857	0.893	0.582
	OC2	0.735			
	OC3	0.777			
	OC4	0.800			
	OC5	0.752			
	OC6	0.767			
Transformational Leadership	TFL1	0.806	0.919	0.932	0.582
	TFL10	0.738			
	TFL2	0.853			
	TFL3	0.513			
	TFL4	0.795			
	TFL5	0.711			
	TFL6	0.751			
	TFL7	0.830			
	TFL8	0.798			
	TFL9	0.783			
Transactional Leadership	TSL1	0.883	0.917	0.933	0.637
	TSL10	0.718			
Table 1 Continue					
Constructs	Items	Loadings	Alpha	CR	AVE
	TSL2	0.865			
	TSL3	0.731			

	TSL4	0.648			
	TSL5	0.811			
	TSL7	0.780			
	TSL9	0.910			

Table 2 shown the correlation among the constructs used in the paper and finding shown that constructs are not highly correlated with each other because the first value of the construct is higher than the rest. Table 2 highlighted the Fornell Larcker criteria of discriminant validity.

Table 2: Fornell Larcker

	FP	MTN	OC	TFL	TSL
FP	0.723				
MTN	0.669	0.747			
OC	0.721	0.711	0.763		
TFL	0.535	0.489	0.496	0.763	
TSL	0.570	0.463	0.466	0.391	0.798

Table: 3 Cross Loadings

	FP	MTN	OC	TFL	TSL
FP1	0.706	0.358	0.390	0.295	0.452
FP2	0.822	0.415	0.481	0.391	0.326
FP3	0.633	0.307	0.340	0.311	0.367
FP4	0.627	0.315	0.427	0.402	0.366
FP5	0.678	0.627	0.613	0.429	0.466
FP6	0.788	0.715	0.686	0.461	0.452
FP8	0.782	0.453	0.558	0.362	0.422
MTN1	0.694	0.880	0.735	0.485	0.436
MTN2	0.638	0.780	0.590	0.518	0.361
MTN3	0.397	0.704	0.659	0.252	0.312
MTN4	0.289	0.671	0.407	0.197	0.247
MTN5	0.335	0.679	0.485	0.269	0.338
OC1	0.496	0.438	0.745	0.350	0.647
OC2	0.634	0.653	0.735	0.446	0.417
OC3	0.507	0.413	0.777	0.393	0.622
Table 3 Continue					
	FP	MTN	OC	TFL	TSL
OC4	0.532	0.489	0.800	0.351	0.649
OC5	0.517	0.757	0.752	0.356	0.343
OC6	0.589	0.804	0.767	0.369	0.415
TFL1	0.351	0.281	0.237	0.806	0.190
TFL10	0.351	0.332	0.298	0.738	0.249
TFL2	0.503	0.470	0.483	0.853	0.428

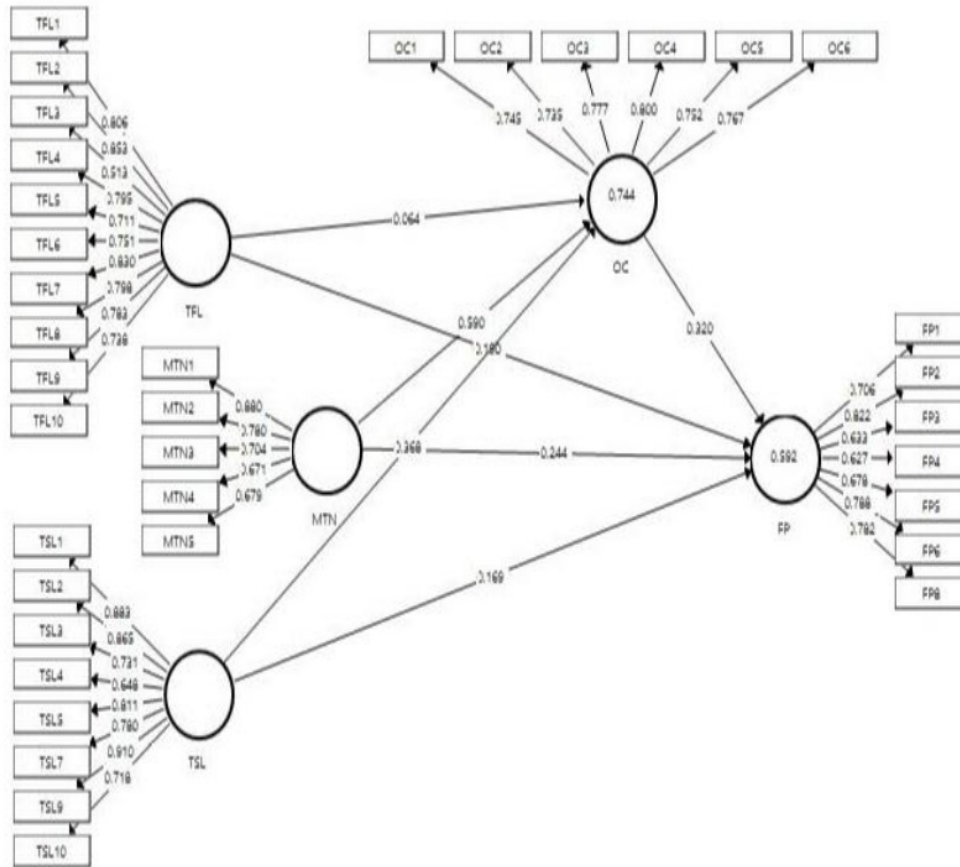
TFL3	0.245	0.252	0.274	0.513	0.244
TFL4	0.478	0.452	0.479	0.795	0.365
TFL5	0.437	0.392	0.464	0.711	0.389
TFL6	0.438	0.380	0.462	0.751	0.298
TFL7	0.424	0.410	0.359	0.830	0.263
TFL8	0.409	0.370	0.305	0.798	0.233
TFL9	0.302	0.257	0.236	0.783	0.180
TSL1	0.439	0.325	0.504	0.281	0.883
TSL10	0.395	0.290	0.417	0.370	0.718
TSL2	0.392	0.339	0.494	0.279	0.865
TSL3	0.511	0.446	0.603	0.280	0.731
TSL4	0.430	0.417	0.513	0.306	0.648
TSL5	0.336	0.255	0.400	0.218	0.811
TSL7	0.559	0.428	0.662	0.380	0.780
TSL9	0.471	0.365	0.532	0.333	0.910

Table 3 also shown the correlation among the constructs used in the paper and finding shown that constructs are not highly correlated with each other because the values of HTMT ratio are lower than 0.80. Table 4 highlighted the HTMT ratio of discriminant validity.

Table 4: HTMT Ratio

	FP	MTN	OC	TFL	TSL
FP					
MTN	0.713				
OC	0.803	0.706			
TFL	0.573	0.514	0.532		
TSL	0.623	0.512	0.742	0.401	

Figure 3. Measurement Model Assessment



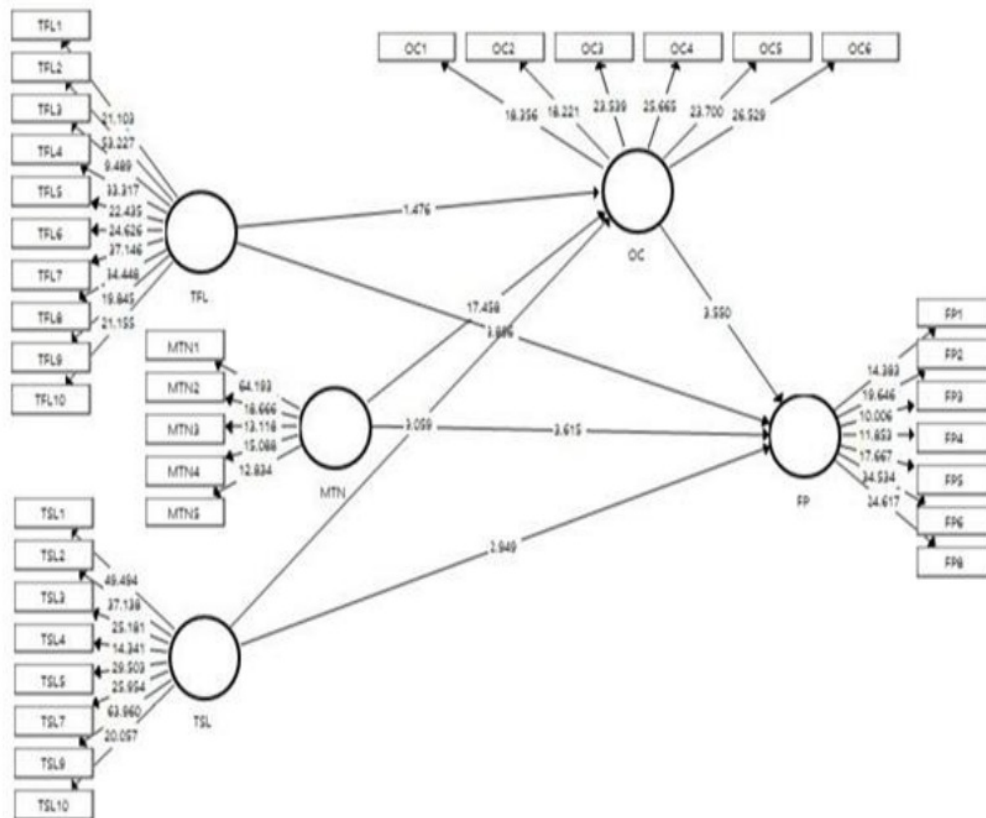
The path analysis highlighted that positive nexus among the motivation, and both leadership styles with firm performance because beta values have a positive sign with less than 0.05 significance value. In addition, the organizational culture also positively mediates the nexus among the motivation and both leadership styles with firm performance. Table 5 highlighted the path analysis given as under:

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Table 5: Path Analysis

	Beta	S.D.	t-statistics	p-values	L.L	U.L
MTN -> FP	0.244	0.068	3.615	0.000	0.139	0.368
OC -> FP	0.320	0.090	3.550	0.000	0.156	0.462
TFL -> FP	0.190	0.049	3.896	0.000	0.101	0.268
TSL -> FP	0.169	0.057	2.949	0.002	0.080	0.268
MTN -> OC -> FP	0.189	0.052	3.597	0.000	0.091	0.271
TFL -> OC -> FP	0.031	0.016	1.968	0.003	0.003	0.050
TSL -> OC -> FP	0.118	0.036	3.291	0.001	0.059	0.180

Figure 4. Structural Model Assessment



14 **Discussions and Conclusions**

The prime purpose of the current paper is to explore the nexus among the motivation, leadership style and firm performance of the public sector organization in Indonesia with the help of mediating role of organizational culture. The results explore that the motivation of the labour and effective style of leadership can increase the performance of government organization in Indonesia. In addition, the effective and supportive organization culture also helps the leaders to motivate the workers for high firm performance.

Finally, this paper concluded that if the workers are motivated and effective leadership style adopted by the organization, then the high firm performance situation in the organization. Moreover, the culture of the organization also affects the motivation and leadership style to work for the performance of the organization. If culture is supportive for workers that motivate them and help the leadership style to boost up the worker for success then high firm performance is the outcome of the organization and vice versa.

This study has some motivations for prospective scholars that are also the limitation of the study. Firstly, the current study investigates only the government sector of Indonesia due to some constraints, and further scholar may include other sectors in their examination. Secondly, present study examines only the Indonesian country and ignore other countries, and future scholars may add other countries under exploration. Finally, this paper takes only motivation

and two styles of leadership to predict the firm performance and other studies may include other types of leadership to predict firm performance.

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