

Unlocking Performance Through Leadership and Good Governance

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Abstract: - This research examines the connections between organizational performance, employee engagement, governance, and Leadership of the State Civil Apparatus. More specifically, the study considers engagement as a partial mediator through which the impacts of Servant Leadership, Agility Leadership, and Good (Administrative) Governance on Employee Engagement and organizational outcomes are channeled. Using the PLS (Partial Least Squares) method, the study contributes to understanding the constructs by testing the relationships using model-based hypothesis testing. Good Administrative Governance (with transparency and accountability as its primary pillars) has been identified as the most significant contributor to engagement and outcomes. At the same time, Agility Leadership (characterized by an adaptive and responsive leader who drives performance) is identified as the most significant contributor to organizational performance. Both constructs are identified as the most significant motivators and contributors to the organizational performance of the State Civil Apparatus (SCA) and are positively correlated with Employee Engagement. The study also found that Employee Engagement was the most significant predictor of organizational performance, serving as a partial mediator of Good Administrative Governance and Agility Leadership. This statement contradicts Servant Leadership. However, the present study concluded that Servant Leadership, in and of itself, is a 'non-motivator' of Employee Engagement and performance. This contradicts the documented literature, which may contribute to the contextual limitations of the existing Public Administration paradigm. This study integrates Servant Leadership, Agility Leadership, and Good Governance into one framework. It contributes to scholarship by articulating a unified framework for the complexity of Leadership and governance in the public sector. The recommendations, from the public sector's perspective, emphasize the need to train leaders to foster adaptability and to practice flexible, transparent governance to improve engagement and performance. This framework should be applied across a variety of organizational settings to assess its applicability and the distinct difficulties it poses in different domains.

Key-Words: - Leadership, Good Governance, Employee Engagement, Public Sector Performance, State Civil Apparatus, Partial Least Squares, Public Administration.

JEL Classification: D73, H83, M12, M54, L32, J24.

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1 Introduction

Strategic Leadership and governance are cornerstones of achievement in the public sector. They not only facilitate the management of a mission and the building of trust, but also support the progressive ideal of a community, [1]. In this regard, Leadership is the vision and strategic impetus that motivates and drives followers toward organizational objectives, [2], [3]. When Leadership and governance are effectively coordinated, there is a constructive synergy between organizational effectiveness and responsiveness to the public's concerns, particularly the State Civil Apparatus, a crucial element of public administration in Indonesia, [3].

Public sector achievement is the outcome of collaboration between governance and Leadership, [4]. In the past, several research publications recognized Employee Engagement as a principal contributor to enhancing organizational effectiveness and productivity in the public sector, [5], [6], [7].

The level of alignment among employees' emotions, cognition, and behavior toward an organization's goals is unparalleled compared with traditional measures of satisfaction or productivity, [8]. Moreover, engaged civil servants, as the backbone of public administration in Indonesia, help articulate and achieve many national goals [9], for example, in the case of Servant Leadership,

where empathy, empowerment, and moral accountability form the backbone of the theory and practice, such case studies are often confined to a specific region or theory, or practice, [10], [11]. In the same way, Agility Leadership, characterized by flexibility, decisiveness, and innovation, has been most often studied in the context of a turbulent environment and is scarce in the public sector, [12]. Studies on Good Governance have mainly focused on governance principles such as transparency and accountability, without systematically linking them to specific Leadership styles or the absence of governance, [2]. Engaged employees, as, [13] state, benefit an organization greatly, particularly in driving engagement, through integrated Leadership and governance frameworks.

This research first examines this problem. In particular, the study seeks to examine the impact of Servant Leadership, Agility Leadership, and Good Governance on the performance of the State Civil Apparatus individually and collectively. While each of these Leadership and governance styles has the potential to yield positive outcomes, integrating all three may yield even greater outcomes in the public sector. In public sector Leadership, Servant Leadership is the most empathetic and empowering, which fosters trust and collaboration within teams, [14]. Agility Leadership is also in the formative realm of contemporary Governance; it fosters innovation and adaptability to meet (and exceed) governance requirements. Good Governance, on the other hand, provides the necessary and structural support to control the erosion of unethical and inequitable practices of administration and Governance, [4]. The research aims to integrate these variables and determine the influence of Servant Leadership, Agility Leadership, and Good Governance on the performance of the State Civil Apparatus, both individually and collectively.

2 Literature Review

This study relies on one of the most notable theories in organizational psychology, Goal Setting Theory. Goal Setting Theory theorizes that there is a positive relationship between goals that are specific and challenging and the motivation of the employees - the more motivated the employee is, the better the performance, [15].

In public administration, the most applicable theory is Goal Setting Theory, as it ensures that public governance and public Leadership are aligned with performance goals aimed at satisfying public demands, [16]. [10] states that a Servant

leader focuses on team members' job needs, job empowerment, and job growth to enhance team performance. The Leadership style centers on the attributes of empathy, active listening, and responsibility/accountability, which are among the most desired in public administration, especially in vertical service delivery, [17]. For example, [11] narrates the entire odyssey of a servant leader in nurturing a culture of collaboration and empowerment that, in turn, fosters employee engagement.

In addition, the constructive workplace created by servant leaders fosters employee trust, loyalty, and creativity, thereby enhancing organizational performance, [18]. The significance of the work has persisted in the realm of organizational resilience, especially in the public sector, where leaders must balance the long-range with the immediate, [19]. Likewise, Agility Leadership is crucial to contemporary governance systems, enabling leaders to anticipate possible futures and adjust accordingly, thereby making strategic choices in the best interests of society, [20]. The Edicts of Good Governance, such as transparency, accountability, participation, and Equity, along with environmental sustainability, are crucial to improving organizational effectiveness, [4]. For instance, [2] note that practicing governance transparently enables organizations to gain the public's trust and deliver services more efficiently and effectively.

Furthermore, decision-making and governance systems that integrate accountability and inclusiveness refine and energize employee alignment with organizational objectives, [21], [22]. Among many, [8] points out that highly engaged self-initiated employees make the most significant contributions to the effectiveness and success of the organization. [5] identified the role of engagement in achieving both personal and organizational goals.

[11] and [2] state that Servant Leadership fosters greater engagement through trust-building and empowerment, whereas Agile Leadership fosters engagement by promoting adaptability and innovation. Based on the results of our literature review, we developed the following hypothesis:

H1: Servant leadership significantly and favorably affects employee engagement.

H2: Agility Leadership significantly and favorably affects employee engagement.

H3: Good governance significantly and favorably affects employee engagement.

H4: The performance of State Civil Apparatus is positively and significantly impacted by employee engagement.

H6: State Civil Apparatus performance is positively and significantly impacted by agility leadership.

H7: The performance of the State Civil Apparatus is immediately and favorably impacted by good governance.

H8: The link between State Civil Apparatus performance and servant leadership is mediated by employee engagement.

H9: The association between Agility Leadership and State Civil Apparatus performance is mediated by Employee Engagement.

H10: The link between state civil apparatus performance and good governance is mediated by employee engagement.

Considering earlier theories and empirical research, the hypothesis demonstrates the potential to articulate the synergy of the principles of good governance, servant and agile Leadership, coupled with the mediating effect of employee engagement, in enhancing employee performance in the public sector, especially the State Civil Apparatus. Consequently, this provides an innovative and significant contribution to the study of governance and the performance of the public sector. Based on the hypothesis, we develop a model framework that we will test as Figure 1.

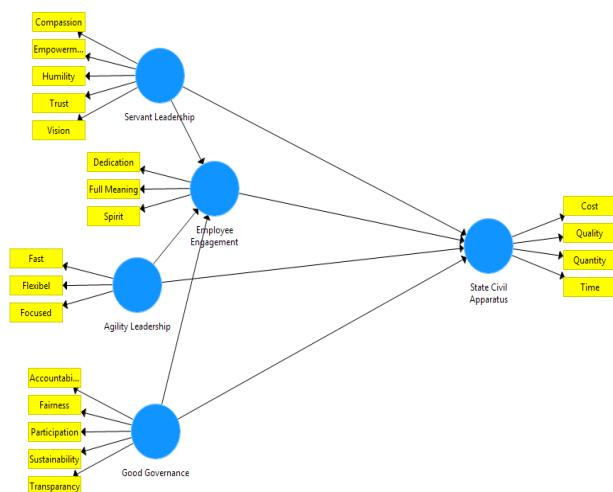


Fig. 1: Model Framework
Source: created by the authors

3 Research Methodology

The study in this paper employs a descriptive, quantitative methodology that leverages the analytical capabilities of PLS (Partial Least Squares) and SEM (Structural Equation Modeling)

to analyze the intricate relationships among Servant Leadership, Agility Leadership, Good Governance, Employee Engagement, and the performance of State Civil Apparatus. The descriptive methodology captures intricate relationships, while the quantitative methodology enhances data objectivity within a defined numerical continuum. The focus of this study is on civil servants in the Ponorogo Regency, which has a total population of 8,990. Two hundred civil servants were selected using Slovin's formula with a 7% margin of error. To achieve this, a purposive sampling method was used to include only respondents in structural or functional positions with at least 10 years of service. It was believed that respondents who met this criterion had a more constructive perception of the relationship between Leadership and governance, and of their effects on performance and engagement.

Data collection involved the construction of high-quality, quantifiable questionnaires. Servant Leadership was measured using the indicators of empathy, empowerment, vision, humility, and trust. Agility Leadership was positioned to support responsive, adaptive Leadership in decision-making. Collaboration, Transparency, Accountability, Fairness, and Governance were positioned with the constructs of participatory and sustainable governance. The measurement of Employee Engagement focused on the emotional and intellectual attachment of civil servants to their work, using indicators of absorption, dedication, and vigor. Performance was measured using indicators of quality, quantity, timeliness, and cost. The use of SEM-PLS was due to its effectiveness with intricate, highly interrelated variables and its appropriateness for small sample sizes. The first step in the analysis was validating the measurement model using Cronbach's Alpha, composite reliability, AVE, and Fornell-Larcker tests to assess the model's consistency and convergent and discriminant validity. The next step was an analysis of the structural model, which investigated the relationships among the variables through path coefficients and R^2 values. The role of Employee Engagement in mediating the effects of Leadership, Governance, and Performance was examined using mediation and bootstrapping.

Integrating SEM PLS with predictive analytics theory and practice added new layers of analytics. The collected data were trustworthy because the metrics were validated and the questionnaire was designed correctly. The sampling data were relevant and purposeful. The study innovates by establishing a comprehensive, balanced framework

of Employee Engagement as a groundbreaking pivot in practice and theory, and constructing a Leadership and governance framework to enhance public sector performance. The study's findings suggest that the framework's boundaries extend beyond Ponorogo, thus it has the potential to impact practice at local and international levels. The study provides practice directions for managing barriers in the State Civil Apparatus and public administration, offering practical insights and recommendations to improve the public sector's efficiency and effectiveness.

4 Results and Discussion

The report outlines the main characteristics of the research and provides demographic information about the participants. Out of 8,990 total State Civil Apparatus employees, 200 were sampled from the Ponorogo Regency. This distribution demonstrates respondents' experience and seniority, thereby enhancing the credibility of the data. Table 1 show Demographic Characteristics of Respondents

Table 1. Demographic Characteristics of Respondents

Demographic characteristic	Category	Frequency	%
Gender	Male	110	55.0
	Female	90	45.0
Age	25–35 years	50	25.0
	36–45 years	85	42.5
	> 45 years	65	32.5
Years of service	10–15 years	70	35.0
	16–20 years	80	40.0
	> 20 years	50	25.0

Source: created by the authors

Descriptive analysis is the summary of the main elements of the study. It also outlines the participant demographics.

The average scores indicate a relational organizational climate with positive governance and Leadership structure, which sustains an active, high-performing staff. These outcomes can serve as the basis for additional analysis using SEM-PLS, which will examine the connections with the other variables. This will be important for conceptualizing the intricacies of relational governance and Leadership with employee engagement and the performance of the public sector. Table 2 show the Descriptive Statistics.

The first notion of the variables of the study \ servant Leadership, agility Leadership, good governance, employee engagement, and civil servant performance, has been diagnostically captured in the descriptive summary statistics in Table 2. The symptoms mentioned demonstrate an overall functioning and cohesive organization, with highly effective Leadership, good governance, high engagement, and firm performance. The averages indicate an overwhelmingly positive culture in the organization. The presence of both positive and negative scores indicates several avenues for potential research, especially regarding the understanding and advocacy of agile Leadership. The public sector, particularly, justifies the application of SEM-PLS to analyze the relationships and effects of the variables.

Table 2. The Descriptive Statistics

Variable	Mean	SD	Min	Max
Servant Leadership	4.25	0.62	3.00	5.00
Agility Leadership	4.12	0.70	2.80	5.00
Good Governance	4.30	0.55	3.00	5.00
Employee Engagement	4.28	0.59	3.20	5.00
Performance of Civil Servants	4.35	0.50	3.50	5.00

Source: created by the authors

The initial step in assessing the constructs' reliability and validity involves the outer model validation. The reliability analysis indicates that the constructs are captured sufficiently, as both Cronbach's Alpha (CA) and Composite Reliability (CR) exceed the benchmark. Table 3 presents Reliability and Convergent Validity.

Table 3. Reliability and Convergent Validity

Variable	Indicator	Loading Factor	Cronbach's Alpha (CA)	Composite Reliability (CR)	AVE
Servant Leadership	SL1	0.82	0.86	0.89	0.68
	SL2	0.85			
	SL3	0.79			
Agility Leadership	AL1	0.84	0.88	0.91	0.71
	AL2	0.86			
Good Governance	GG1	0.83	0.87	0.90	0.69
Employee Engagement	EE1	0.89	0.88	0.92	0.74
	EE2	0.87			
Performance of Civil Servants	PCS1	0.91	0.90	0.93	0.76

Source: created by the authors

The results in Table 3 corroborate the measurement model's reliability and validity. This model captures the correct constructs and consistently measures each of them. Evidence for this is provided by CA and CR values, which exceed the reliability threshold of 0.70. These results demonstrate internal consistency, indicating that the measures allocated to each construct assess the same fundamental dimension. Table 4 indicates the Discriminant Validity (Fornell-Larcker Criterion).

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

variable	Servant Leadership	Agility Leadership	Good Governance	Employee Engagement	Performance
Servant Leadership	0.82				
Agility Leadership	0.62	0.84			
Good Governance	0.59	0.65	0.83		
Employee Engagement	0.68	0.61	0.70	0.86	
Performance	0.67	0.62	0.69	0.75	0.87

Source: created by the authors

The Fornell-Larcker Criterion yields results that demonstrate model capture for each distinct construct. Construct validity means all latent variables pertain to the same dimension. Diagonal values are the square roots of the single constructs' AVEs. The findings construct aligns with the theoretical expectations and maintains distinct boundary lines. The literature on involvement, Leadership, governance, and performance in the public sector is highly relevant. The model is now validated to proceed to the next stage of structural testing, the hypothesized relationships and their magnitude and significance. The relationships between constructs within the model, including both direct and indirect relationships, are described in the Inner Model Analysis alongside the performance of the State Civil Apparatus. Direct relationships and their path coefficients are shown in Table 5.

Examining Table 5 reveals fascinating interconnections among dimensions of Leadership styles and principles of governance, employee engagement, and performance in the State Civil

Apparatus. Figure 2 presents the results of model estimation.

Table 5. Path Coefficients

Path	Path Coefficient (β)	t-value	p-value	description
Servant Leadership $\rightarrow$ Employee Engagement	-0.076	1.54	0.124	Not Significant
Agility Leadership $\rightarrow$ Employee Engagement	0.112	2.03	0.043	Significant
Good Governance $\rightarrow$ Employee Engagement	0.434	7.89	< 0.001	Significant
Employee Engagement $\rightarrow$ Performance of the State Civil Apparatus	0.080	1.65	0.098	Not Significant
Servant Leadership $\rightarrow$ Performance of the State Civil Apparatus	-0.044	0.98	0.329	Not Significant
Agility Leadership $\rightarrow$ Performance of the State Civil Apparatus	0.558	8.45	< 0.001	Significant
Good Governance $\rightarrow$ Performance of the State Civil Apparatus	0.533	9.12	< 0.001	Significant

Source: created by the authors

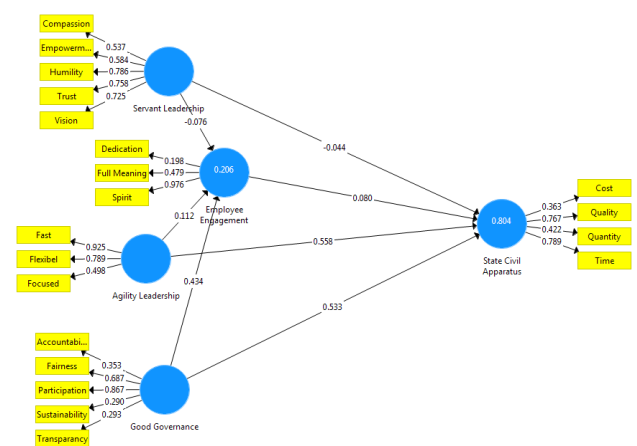


Fig. 2: Results of Model Estimation

Source: created by the authors

Figure 2 suggests that engagement might function more prominently as a mediator than as a direct driver of performance outcomes. Table 6

elaborates on the indirect relationships that Employee Engagement mediates.

Table 6. Mediation Analysis

Indirect Path	Indirect Effect (β)	t-value	p-value	Type of Mediation
Servant Leadership → Employee Engagement → Performance of the State Civil Apparatus	-0.006	1.12	0.264	No Mediation
Agility Leadership → Employee Engagement → Performance of the State Civil Apparatus	0.009	2.01	0.045	Partial Mediation
Good Governance → Employee Engagement → Performance of the State Civil Apparatus	0.035	5.87	< 0.001	Partial Mediation

Source: created by the authors

The analysis in Table 6 clarifies the indirect effects of different Leadership styles and governance principles on the performance of the State Civil Apparatus, with a focus on Employee Engagement. The different model-fit indices in Table 7 illustrate the robustness of the structural model.

Table 7. Model Fit Indicators

Fit Indicator	Value	Threshold	Result
R ² (EE)	0.65	High (> 0.50)	Strong Predictor
R ² (PCS)	0.72	High (> 0.50)	Strong Predictor
Q ²	0.55	> 0	Predictive Relevance

Source: created by the authors

The results in Table 7 confirm the accuracy and forecasting potential of the structural model in elucidating relationships among the various constructs. The R² value, also known as the coefficient of determination, is the proportion of variance in the dependent constructs that the independent constructs can explain.

5 Conclusion

The study outlines the relationship between the effectiveness of public administration, governance, Leadership styles, and employee engagement, which is particularly useful. Among the variables, Agility, Leadership, and Good Governance had the highest frequency, and all had a positive effect on employee engagement and the performance of the State Civil Apparatus. Agility Leadership, as a

performance enhancer, also responds to the need for Leadership that is adaptable and flexible in the public sector, which is often fast-paced and unpredictable. Likewise, in terms of employee engagement and performance, the description of Good Governance emphasizes transparency, accountability, and Equity. Engaged employees, and particularly in this study, position employee engagement as a valid variable for analyzing the relationship between Agility Leadership and Good Governance, even though he/she indicated a performance effect. On the contrary, this study shows that, for Servant Leadership, the performance and engagement effect, whether direct or indirect through engagement, is insignificant, indicating that its effect is contextual.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

In the article *Unlocking Performance Through Leadership and Good Governance*, each author made distinct and identifiable contributions in accordance with scientific authorship and ghostwriting policies. Susantriana Dewi was primarily responsible for conceptualizing and designing the research framework, coordinating the data collection process, and drafting the initial manuscript. She also managed the overall project and served as the corresponding author, ensuring communication with the journal. Boge Triatmanto contributed significantly to the theoretical foundation and literature review, particularly in relation to leadership paradigms such as Servant Leadership and Agility Leadership. He assisted in refining the research model, developing hypotheses, and provided critical revisions that strengthened the conceptual framework and discussion. Pudjo Sugito focused on the methodological aspects, conducting statistical analysis using Partial Least Squares (PLS), interpreting empirical findings, and linking them to governance and performance outcomes. He also prepared methodological explanations, tables, and figures, while validating the final manuscript for accuracy and coherence. All authors approved the final version of the article, and no ghostwriters were involved in its preparation. Each author accepts responsibility for their respective contributions, ensuring transparency and compliance with ethical publication standards.

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Conflict of Interest

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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