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THE NEXUS BETWEEN LEADERSHIP, JOB SATISFACTION, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL PERFORMANCE OF PUBLIC SECTOR ORGANIZATION

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Abstract

The main purpose of the current study is to examine the direct impact of job satisfaction and organizational culture on organizational performance. In addition to that the study has also examined the direct and mediating role of leadership styles in the relationship between job satisfaction, organizational culture and organizational performance. This investigation has added value to the works that have been done on public sector organizations generally and their leadership style, organizational culture and organizational behavior to be intended specifically. In any organization, the leaders are the ones that play a vital role in guaranteeing the success or the failure of that organization. Study contended that the finest method to effectively manage improvement is to generate it by concentrating on leadership and organizational culture. Contrary to the results of this research this presented that leadership was way more significant in improving employee satisfaction and commitment than organizational culture. Findings opposed to the fact that effective public sector management is the thing that merely and solely depends upon some degree of leadership behavior.

Keywords: Leadership, Job Satisfaction, Organizational Culture, Organizational Performance

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Introduction

In developing countries for increasing efficiency and effectiveness entities and organizations pursue to implement modifications and changes in the public sector. For development purposes it is evident that new methods techniques and procedures are being implemented on a regular basis. More importantly it helps to achieve performance by implementing effective and efficient measures (Omira, 2015). All through the past, all nations have opted for procedures and processes for implementation of change to help achieve economic performance, many nations implement change by changing the ownership structure in an entity; some go for privatization as seen in England, rather England is among countries that set foundation of privatization. Though, most nations follow the privatization process set by England, they use substitute methods. The nations that followed the same privatization include South Africa, Japan, Mexico, Italy, Holland, Finland, USA, Egypt, Canada, New Zealand, Turkey, Portugal, Spain, Jamaica, Chile, Denmark, Austria, Brazil, Malaysia, Kenya and France.

Though in the under developed states very less number of organizational sale cases have been observed but the process has paced and on the other hand change application at public sector is minimal (Marin et al., 2018). For the betterment of organizational outcomes in both the sectors i.e. Public and private the process, procedures and viewpoint of New Public Management (NPM) has taken place of previous version; all the countries worldwide have recognized and applied the New Public Management procedures and processes. The important notion of New Public Management NPM is the persuasion that the public segment should carry out the practices of the private segment. Furthermore, various states have implemented citizen's charter initiative, the main objective is to progress constantly, to cater the needs and wants of the general public how are the services enabling the general public against services provided. It is the trust and belief between the entity offering service and the consumer, this concept is treasured by the citizen's charter. John Major from the conservative government initiated a national program in the year 1991 and employed and expressed the citizen charters concept. The UK's citizen's charter initiative aroused considerable interest around the world and several countries implemented similar programs, e.g. France (Mahoo, 2016), Australia (Raphael, 2019), Malaysia (Alias & Ishak, 2019), and India (James et al., 2005). Therefore, the concept that how well a public entity is performing has gained significant consideration by practitioners and scholars in the developing states. Among the various theories related to public entities the ecological model defines the performance as the capability of an entity to achieve its goal targets and objectives and also the situational demands (Mikkelsen, 2018). Jimenez (2018) have discussed that an organizations performance outcome is affected by a lot of different internal variables in public entities including entities values and practices, leadership patterns, HR capital and capability, and other external variables such as environmental culture, social and political indicators.

Nevertheless, scholars have carried out research on the entities working in the public sector by using only a few variables as a lot of variables influence the entities performance therefore all variables were not used in an particular research to analyze an entities performance (Langer & LeRoux, 2017).

Literature Review

Leadership Styles (LDRSs)

Conferring to the research by Salehzadeh (2017), leadership discusses the course of persuading other personal to understand and settle to what needs to be done and how it has to be done, it is in actual the procedures and methods used individually and collectively by all personal to fulfill common organizational goals. In administration and management, the role of leadership has gained significance. In this respect, Nazarian et al. (2017) discussed and noted the fact that a successful leader defines the accomplishment of a team and entity or even the whole state.

The achievement of success depends on the fact that how well was the leadership. The leadership notion is the result of theory of "The Great Man". The researchers and theorist of the Great man gave the idea that an individual can only be a leader if he has inborn qualities to be a great leader therefore a person cannot learn or trained to be a good leader. And the use of the word "Man" was intentional as it was implied from the fact that usually men join army and those who got successful in drills were later successful as leaders (Mufti et al., 2020).

Notwithstanding the important discrepancy that the great man idea is based on the concept of restricting leaders to only male gender many modern scholars and researchers even some professional and corporate psychologists still believe the idea and are inclined towards it. In line with the theory of great man, researchers have tried to develop a framework regarding the key traits that segregate leaders from admirers. Personal who are more flexible to change, receptive and responsive, encouraged and motivated, who are oriented to achieve, confident, who are conclusive and able to make quick decisions, active, resolute and determined are or have the ability to be good leaders (Shafique & Beh, 2017). Yasir & Mohamad (2016) believed that leadership is a whole process in which a single person the leader has an impact on the whole team to align them in a positive way to gain or achieve objectives and goals. As per Dlamini (2018), the way a leader leads is the method to give direction, being a motivator to attain the objectives and fulfill goals. This research was specifically done on the methods used by leaders in kingdom of Saudi Arabia to determine the use of transformational LDRS or the transactional LDRS. MLQ scale was developed by Martinez et al. (2018) for measurement of construct. They determined LDRSs using thirty-two factors.

Organizational Culture (ORCL)

ORCL being of integral value is defined by Jogaratnam (2017) as the collective consideration of employees as to how work is done. Jogaratnam (2017) classified ORCL profiles as bureaucratic ORCL, innovative ORCL, and supportive ORCL. Research shows that, ORCL denotes the principles adopted by public organizations in kingdom of Saudi Arabia. Jogaratnam (2017) Twenty-four factors were used to conduct measures of ORCL. It is the belief and values in an entities culture that aid the behavior and reaction of employees within an organization (Puni & Bosco, 2016). Jogaratnam (2017) defined ORCL as the collective consideration of employees as to how work is done in an organization. Author gave the understanding of ORCL as unified idea among all the personal with all the common traits and that could be defined and segregated from other organizations culture and it includes all the individuals teams all the procedures and methods used in an entity, Abuzarqa (2019) clarified the concept of ORCL by taking it as the ambition that recognizes the energies and assistances of the organizational employees and delivers complete understanding of goals and procedures opted to achieve those goals, how they are interlinked, and how an individual can help to achieve those objectives and goals. Verma & Sharma (2014) concluded that it is the mind set in an entity among the members that distinguishes it from the other.

Organizational Performance (OP)

In profit based organizations the attributes like gaining and maximizing earnings, improving quality of product, enhancing and taking the major market chunk, improving the financial indicators, and improvising in difficult times for survival define how a company performs (Wahab et al., 2016). OP measurement technique can be used by comparison with other members of the same industry in factors like gaining and maximizing earnings, improving quality of product, enhancing and taking the major market chunk. Therefore, OP is the result of improved output of individual organizational members in terms of contribution to earnings, expansion, and development of an entity (Zahra et al., 2019). On the other hand if OP is measured in public organizations it is not in terms of financial results rather it is the achievement of objectives and goals (Mikkelsen, 2018; Zahra et al., 2019). They define OP as the capability of an entity to achieve the goals and objectives set and fulfill the work culture

demands (Mikkelsen, 2018). The research focusses on the public organizations capability to provide satisfactory services to the people of kingdom of Saudi Arabia. The balanced score card technique (BSC) made by Yuliansyah et al. (2017), later the balance score card was used in a research to measure the OP of public entities twelve factors were used to measure the construct.

Job Satisfaction (JST)

JST is defined as the positive response in an emotional perspective of an individual job assessment or precise characteristics of a job (Ramhit, 2019). In a research ten items were used to measure the JST of employees in a public entity in Kingdom of Saudi Arabia, Rashid et al. (2016) and Ramhit (2019) defined JST as the state of mind the positivity achieved from a job done or experienced. The opinion suggests that members of an entity form their behavior towards a task by taking into account their emotional state, views and behaviors. Zirra & Anyatonwu (2019) specified that JST in particular is an individual level behavior a member has about the employment situations with comparison to the relation among the employee and the employers. Zirra & Anyatonwu (2019) observed and concluded that it is the individual morals and standards that make up his emotions. Therefore, it is not easy to define or measure the level of satisfaction one can have. But insight by experienced professionals shows a disagreement. JST defined as progressive carrier perspective, Khan & Omar (2018) defined in a research if an employee or a staff member is satisfied he would stick to his job and has no reason to go for an alternate option Garcia et al. (2018) two-factor theory explains that the factors influencing motivation have direct impact on one's JST. Researchers have explained that between employees and their jobs organizations benefit by promoting JST as a result they have enhanced employee commitment, individual outputs are increased, and employee turnover is reduced, people less likely to skip office and attrition.

Hypothesis Development

The link between the research variables ORCL and JST, studies have shown that bureaucratic culture moves in opposite direction to the JST as it has an inverse relation innovative cultural and supportive culture when linked with JST show a positive behavior (Chipunza & Malo, 2017; Kawiana et al., 2018). Asghar & Oino (2018) carried out a study on the effect of culture within an entity on JST among Australian and Hong Kong HR resources. As per their studies the innovative culture with JST and supportive culture with JST had a progressive behavior while there was no significant relation observed in bureaucratic relation Chipunza & Malo (2017) the main study was to focus on the fact that if there was relation between JST and ORCL. JST questionnaire was designed in this regard and one hundred and twenty-one ORCL Questionnaire were responded the coefficients with high values (OCQ) (0.99) and the Minnesota JST Questionnaire (MJSQ) (0.92). There were clear results depicting the relation between the two variables. According to research carried out by Kawiana et al. (2018) Merged Private Colleges at East Java province, Indonesia. The main focus was to observe the effect of ORCL, Organizational Commitment and JST on instructors Performance. One thousand seven hundred and fifteen lecturers were surveyed. Randon sampling was used to obtain data of three hundred and twenty-five lecturers. Data collected was based on a liker scale rated one to five and was processed using Sobel Test and Partial Least Square (PLS) to observe the part of intermediation hypothesis. Studying the performance of the lecturers revealed the fact that a good ORCL and JST had no note able effect. Although the level of commitment was enhanced by the strong culture and JST therefore indirectly leading to performance. Therefore, the hypothesis driven based on these findings

Hypothesis 1: ORCL has significant impact on the OP

A research on the link between JST and OP, Afaq et al. (2017) revealed in their study that employee satisfaction and happiness in working environment has positive effect on one's OP. Giddens (2018) gave the study that employees and workers have high performance when there

is positivity in their jobs, peers, managers and leaders. Many studies and theories have also been conducted on the variable's relationship between JST and organizational commitment leading to enhanced job performance.

Scholars and researchers have studied that JST in an entity leads to employees and staff showing good attitude and conducts, they are more committed and give better results showing good performance (Hafeez et al., 2018). In other words, search generated seven thousand eight hundred and fifty-five articles that were published in the tenure ranging from the year 1976 up to 2000. Literature shows studies on attitude in working environment (e.g., JST, behavior and job commitment) that might have a direct relation with performance and outcomes, therefore scholars and researchers remain inclined to it. Therefore, bulk study has been conducted that focuses on an individual (micro level research analysis) person's performance using these variables that affect positive outcome. Example quoted, Kim & Chung (2019) carried out a study on the relationship between job attitudes and the performance of a person in an organization, research depicts positive direct relation. In addition, a vast study was conducted in three hundred and sixty-four schools on teachers' behavior variables such as JST and organizational commitment were directly in relation to the school performance. The research performance was measured based on many factors and outcomes like the results, academic achievements, schools' overall performance and so. Based on the studies and opinions above the following hypothesis is deduced

Hypothesis 2: JST has significant impact on the OP.

Many scholars have focused their research on relation between JST and Leadership but the results have been random and inconsistent some researchers have concluded positive findings while others have concluded negative relation among the two variables under discussion Palupi et al. (2017); Alhammadi et al. (2020) have given positive relation Tarcan et al. (2017) gave a negative relation among variables Koh et al. (2016) concluded no results. Therefore, more study needs to be conducted on the subject matter. Researcher conducted research in kingdom of Saudi Arabia's government departments in the Ministry of Civil Services and Ministry of Education to find the relationship between the Leadership qualities and JST. A self-administrative questionnaire technique was used and almost three hundred and eighty five employees were sampled to find out that transactional and transformational LDRSs both in relation to JST have significant influence. A research conducted in different context by using higher education, Kebede & Demeke (2017) similar relationship between leadership and JST was observed to conclude that leadership is the most vital factors or variables in JST as the levels of motivation and devotion of an employee were ominously raised by good leadership. Kebede & Demeke (2017) in another research conducted the JST and leadership the individual traits of leaders and followers shows how much the influence. In Malaysia a study was conducted to check the relationship among variables, JST and LDRSs among public entities. The research was based on voluntary participation of executive level employees working in public sector and two hundred employees took part.

The study concluded that transactional LDRS and transformational LDRS had a direct relation with the variable of JST. The transformational LDRS was considered of significant importance as it showed more strong and viable relationship in specifically public sector entities. Suifan et al. (2017) carried out a study in multinational organizations based in United Arab Emirates on the impact of transformational LDRS and transactional LDRSs on one's JST. Again, a self-administrative technique was used and three hundred and fifteen samples were collected and questionnaires numbers were defined as per the number of staff to keep a healthy sample and the results given by the study showed similar results as previously studied that transformational LDRS has a more significant effect on JST and outcomes. Therefore, using these study results the following hypothesis has been designed.

Hypothesis 3: JST has significant impact on the LDRSs.

Hypothesis 4: ORCL has significant impact on the LDRSs.

The association between LDRSs and OP has also been explored by many scholars' researchers. Results are once again varied. While some scholars' researchers stated a positive connection between the two variables. On the other hand, others presented a negative relationship (Choi & Ha, 2018; Madukwe et al., 2019). Yet other scholars' researchers discovered no relationship. Several scholars' researchers discovered the instant effect of leadership on the performance of organizations but found irrelevant result. The facilitating result of JST and organizational commitment on the association between LDRSs and OP has been talked in the works. In this situation, Seeger (2020) led a study to inspect these links. Numerous reversion analyses methods were used to examine these refereeing links. Seeger (2020) revealed a massive amount of relevance that employee JST arbitrated the relationship between LDRSs and OP. Seeger (2020) also revealed a massive degree of relation that employee affecting obligation mediated the association between LDRSs and OP. In addition, Hashmi et al. (2018) inspected the result of LDRSs on OP through the arbitrating outcome of JST and organizational commitment. Their results showed that JST and organizational commitment arbitrated the association between LDRSs and OP. In addition, that JST is an arbitrating variable among transformational leadership and OP in the major public sectors.

Another identified that ORCL and kinds of leadership will effect JST of employees, and JST acts as an arbitrator of leadership and ORCL to effect OP and concerns. Pepe et al. (2017) exposed that JST arbitrated the association among ORCL and leaving intentions. leaving intentions of a person is a reflection of organizational commitment; if one employee plans to leave the organization, this shows that she/he is not dedicated to work with her/his fullest, which would then result in impacting OP. Because this association has not been fully examined, the current study aims to fill that breach. Henceforth, examining the relations is one of the foremost attributes that this study intends to provide. So, built on Pepe et al. (2017) point, the below mentioned two theories are created. Based on the literature reviewed the following hypothesis are formulated:

Hypothesis 5: LDRSs has significant impact on the OP.

Hypothesis 6: LDRSs mediates the relationship between ORCL and OP.

Hypothesis 7: LDRSs mediates the relationship between JST and OP.

Methodology

The inferential and descriptive statistics provides a complete understanding regarding the respondent's profile and demographic variables therefore we have used both statistics in current study. At first, we have shown and discussed about the data variability and central tendency in detail. Later by using by using the Partial Least Square Structural Equation Modeling we have carried out the inferential analysis through Smart PLS 3.0. A total of 600 questionnaires were distributed out of which 430 were received back, whereas in the process of data screening we have dropped 45 questionnaires because of some missing data. Therefore, to perform statistical procedures we have used the remaining 385 questionnaires further with 64.16% the response rate, which is in line with the recommendations of Hair et al. (2016) according to him the satisfactory response rate is 30%. To perform multivariate analysis in social and behavioral sciences PLS-SEM is most popular technique among other techniques. When we need to investigate existing relations between latent and observed variables, we use the SEM for data analysis. The certain phenomena which we may not observe directly for them PLS gives convenient understanding such as perception, abilities, intentions, characteristics and attitudes, which are mostly linked with educational research.

Results

In general, the liner regression and factor analysis are integrated with structural equation modeling (SEM). Through SEM framework we generally use two approaches for performing the statistical analysis, which are partial least square structural equation modeling (PLS-SEM) and covariance-based SEM (CB-SEM). We apply the CB-SEM approach for implementation the statistical analysis by using different software's such as LISREL, MPLUS and AMOS. Different objectives are associated with each type of SEM which for the estimation these use the different methods and assumptions. For the explanation of variance through OLS estimation in dependent variable according to Hatamifar et al. (2018), the most advance technique is PLS-SEM.

Table 1 Cross Loadings

	JST	LDRS	ORCL	PER
JST1	0.887	0.812	0.824	0.482
JST2	0.894	0.800	0.764	0.422
JST3	0.900	0.813	0.798	0.471
JST4	0.884	0.795	0.752	0.453
JST5	0.914	0.858	0.834	0.502
JST6	0.883	0.798	0.809	0.452
LDRS1	0.777	0.855	0.796	0.475
LDRS2	0.786	0.812	0.766	0.479
LDRS3	0.808	0.882	0.797	0.530
LDRS4	0.831	0.899	0.815	0.520
LDRS5	0.800	0.844	0.852	0.496
LDRS7	0.636	0.755	0.571	0.454
LDRS8	0.624	0.761	0.598	0.523
ORCL1	0.830	0.848	0.918	0.508
ORCL2	0.781	0.759	0.872	0.484
ORCL3	0.821	0.828	0.929	0.542
ORCL4	0.815	0.816	0.907	0.501
ORCL5	0.813	0.844	0.926	0.582
P1	0.469	0.542	0.531	0.896
P10	0.445	0.520	0.514	0.894
P11	0.427	0.491	0.467	0.731
P12	0.365	0.422	0.426	0.772
P2	0.500	0.595	0.554	0.863
P3	0.458	0.487	0.477	0.875
P5	0.472	0.529	0.494	0.884
P6	0.382	0.434	0.439	0.806
P8	0.418	0.501	0.467	0.886
P9	0.451	0.516	0.499	0.879

There are different reasons of using PLS-SEM in this study as we can ideally estimate the mediation and moderation effects through PLS path modeling (Akter et al., 2017). For the assessment of indicator loadings, the estimation of outer model is the first step. So, we have conducted a reliability test for checking the instruments consistency which was used to measure the constructs of model. The ability of instrument to measure the construct was reflected through validity test. In addition to this the relationship nature among the latent and observed variables was also determined by measurement model (MM). Therefore, with the estimation of discriminant and convergent validity of instrument we have determined the construct validity

(Hair et al., 2017). Afterwards, to assess the reliability of items by using the PLS-SEM techniques we have also computed the outer loadings of individual constructs. Normally the items were maintained with loadings 0.40 to 0.70 (Hair et al., 2017), though the more appropriate items are those which have item loadings greater or equal to 0.70 (Henseler et al., 2016). According to Henseler (2018), if the item loadings are less than 0.3 they are poor loadings, 0.31-0.50 shows fair loadings if they lie in the range between 0.51-60 and 0.61 to 0.80 moderate and moderately strong loadings whereas if their range is between 0.81 to 1 it shows highly strong loadings (Hair et al., 2017; Henseler et al., 2016). Though the value of outer loadings should be greater than 0.30.

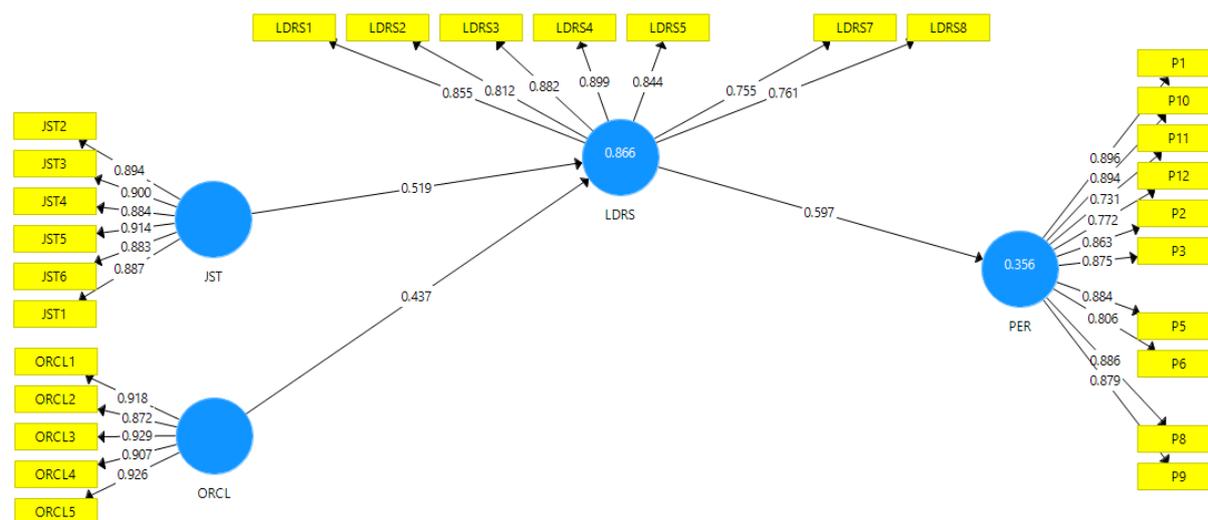


Figure 1 Measurement Model

Table 2 Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
JST	0.950	0.950	0.960	0.799
LDRS	0.925	0.930	0.940	0.691
ORCL	0.948	0.950	0.960	0.829
PER	0.957	0.960	0.963	0.723

The convergent validity is referred as the level at which the theoretically linked measures are actually linked after the statistical analysis. Though, we have used the following measures to establish the convergent validity that are composite reliability, factor loadings and average variance extracted (AVE) (Hair et al., 2017). At first for all the items the item loadings were analyzed for getting factor loading value above 0.50 as recommended by Ramayah et al. (2018). According to which the range of outer loadings must equal or higher than 0.50. After that we have also checked the composite reliability it indicates the extent at which the underlying construct was specified by items reliability. In the present study the value of CR for all the constructs were lying in between 0.872 to 0.968 which were in line with the suggested value of Ramayah et al. (2018) i.e.0.70.

After this the AVE was calculated which is referred as the level of shared variance among the indicators with the level of equal or greater than 0.50 as recommended by (Hair et al., 2016; Henseler et al., 2016; Ong & Puteh, 2017). The range of AVE for the present study was laying between 0.512 to 0.834 which shows the establishment of convergent validity.

Table 3 Validity

	JST	LDRS	ORCL	PER
JST	0.894			
LDRS	0.809	0.831		
ORCL	0.892	0.700	0.811	
PER	0.719	0.697	0.776	0.850

Through discriminant validity we detect after the analysis either a specific measure is distinct with other measures or not. The construct validity of MM was confirmed by discriminant validity with the observation of AVE square root to correlate among latent constructs. The minimum value of AVE must be equal or higher than 0.50. Moreover, the square root values of AVE must be higher than the correlated values.

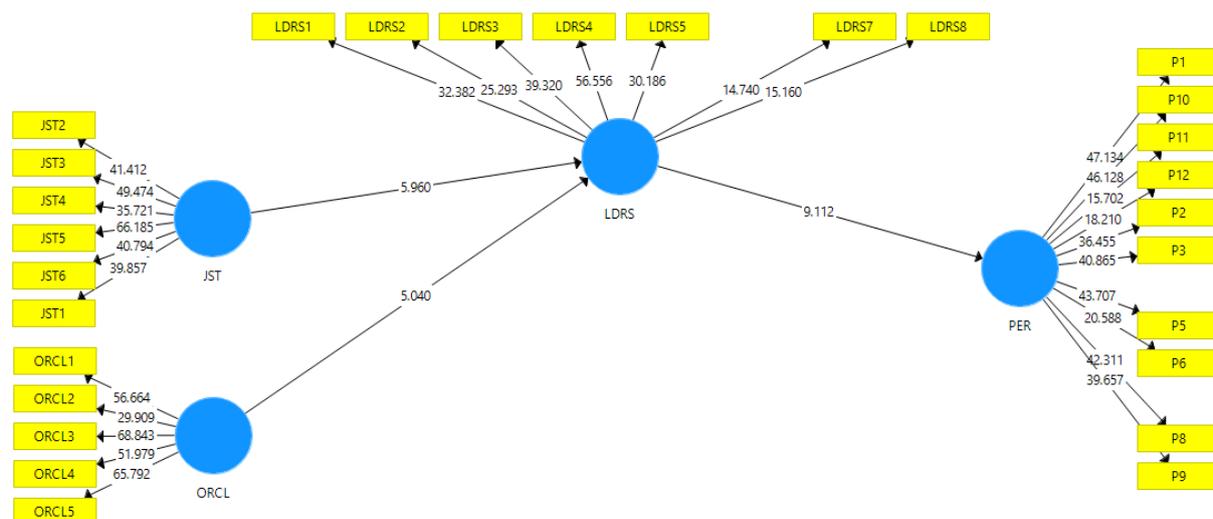


Figure 2 Structural Model

Table 4 Direct Relationship

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
JST -> LDRS	0.519	0.514	0.087	5.960	0.000
JST -> PER	0.310	0.308	0.060	5.142	0.000
LDRS -> PER	0.597	0.600	0.065	9.112	0.000
ORCL -> LDRS	0.437	0.443	0.087	5.040	0.000
ORCL -> PER	0.261	0.266	0.062	4.210	0.000

After the estimation of MM, we have estimated the inner model in which we have tested the proposed hypotheses with the estimation of path coefficients and t-values. We have applied the bootstrapping procedure as well for the determination of significance of path coefficients for checking the purposed relations of variables by using 500 resamples. To acquire the adequate estimates of standard error the sufficient bootstrap samples are 200-1000 as recommended by Naala et al. (2017).

Table 5 Mediating Relationship

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
JST -> LDRS -> PER	0.310	0.308	0.060	5.142	0.000
ORCL -> LDRS -> PER	0.261	0.266	0.062	4.210	0.000

For assessing the SM or inner model the value of R-square which is also referred as coefficient of determination is an appropriate measure (Ramayah et al., 2018). For endogenous constructs, the value of R-square describes the proportionate variance in endogenous variable because of exogenous variables and strength of model. Ramayah et al. (2018), has suggested that if the values of R-square are 0.19, 0.33 and 0.67 are defined as small, medium, and large, respectively.

Table 6 R-Square

	R Square
LDRS	0.866
PER	0.356

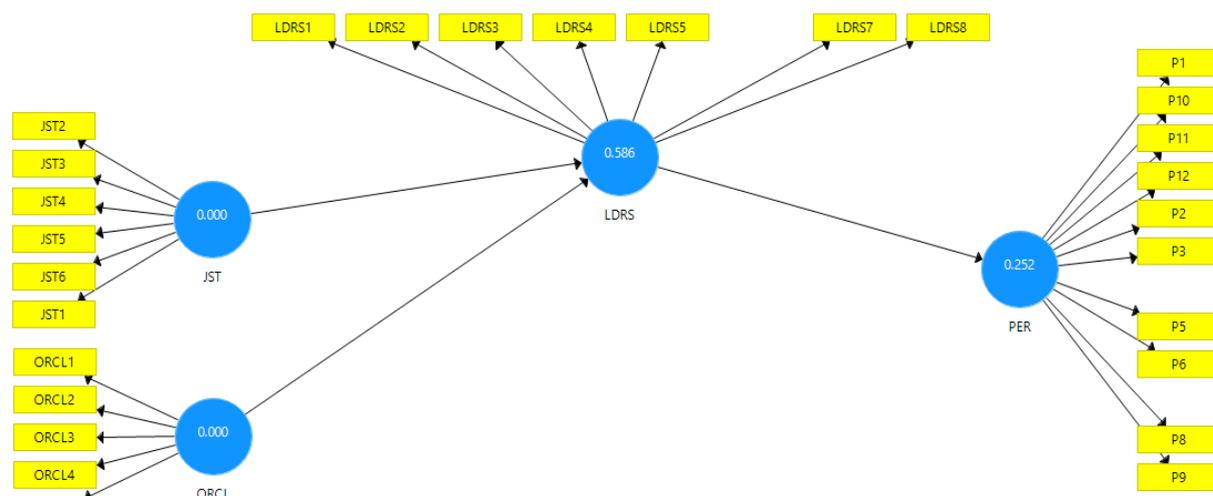


Figure 3 Blindfolding

At the end for the measurement of model's quality, we have determined the predictive relevance of model (Hair et al., 2016). We can use the cross-validated redundancy measure (Q^2) for predictive quality of model. It is basically a reusing sampling technique which describes that if the $Q^2 > 0$ it specifies the predictive relevance of model for endogenous constructs. For the determination of predictive relevance in PLS-software we have also used the blindfolding method. For parameters estimation of parameters some cases were omitted as missing values from analysis (Hair et al., 2016; Ramayah et al., 2018).

Table 7 Q-Square

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
JST	1302.000	1302.000	
LDRS	1519.000	628.780	0.586
ORCL	1085.000	1085.000	
PER	2170.000	1623.834	0.252

Conclusion

This research done has used Partial Least Squares Structural Equation Modelling (PLS-SEM) as the foremost method used for data analysis. Before trying the method, several severe measures were used to inspect the legitimacy and dependability trailed by hypothesized relations. The analytical control of the method used was also examined in the process. The results displayed that the method's good-ness of fit measure was massively large, signifying a tolerable range of global PLS model significance.

Public sector organizations concerned in executing any modification must be highly concerned with LDRS and ORCL and as well as dedication to organizational change (Voet, 2016). This investigation has added value to the works that have been done on public sector organizations generally and their LDRS ORCL and organizational behavior to be intended in specifically. In any organization, the leaders are the ones that play a vital role in guaranteeing the success or the failure of that organization. Voet (2016) contended that the finest method to effectively manage improvement is to generate it by concentrating on leadership and ORCL. Contrary to the results of this research this presented that leadership was way more significant in improving employee satisfaction and commitment than ORCL. This result seems to match very well with Gurd & Helliari (2017). Selznick opposed to the fact that effective public sector management is the thing that merely and solely depends upon some degree of leadership behavior. Xue (2019) found out that maximum literature available on culture, people, leadership and OP was from researchers that had worked in the western backgrounds. They said that there is a great need to increase the literature and study by conducting researches in the developing countries of the new world. By doing this, the current research has progressed the knowledge base on, the effect of LDRS ORCL and OP in any public sector specially in the developing countries of this new world such as Thailand and its neighbors. In addition to this, the flow of current research further enhances the theoretical understanding and emphasizes on the effect of LDRS culture and performance by taking a step further in the method used in the researches done by Zadeh (2016); Seeger (2020) and Hashmi et al. (2018) with the addition of JST and organizational commitment as intermediaries synchronized with the results that were recommended by Zadeh (2016) and Hashmi et al. (2018)

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