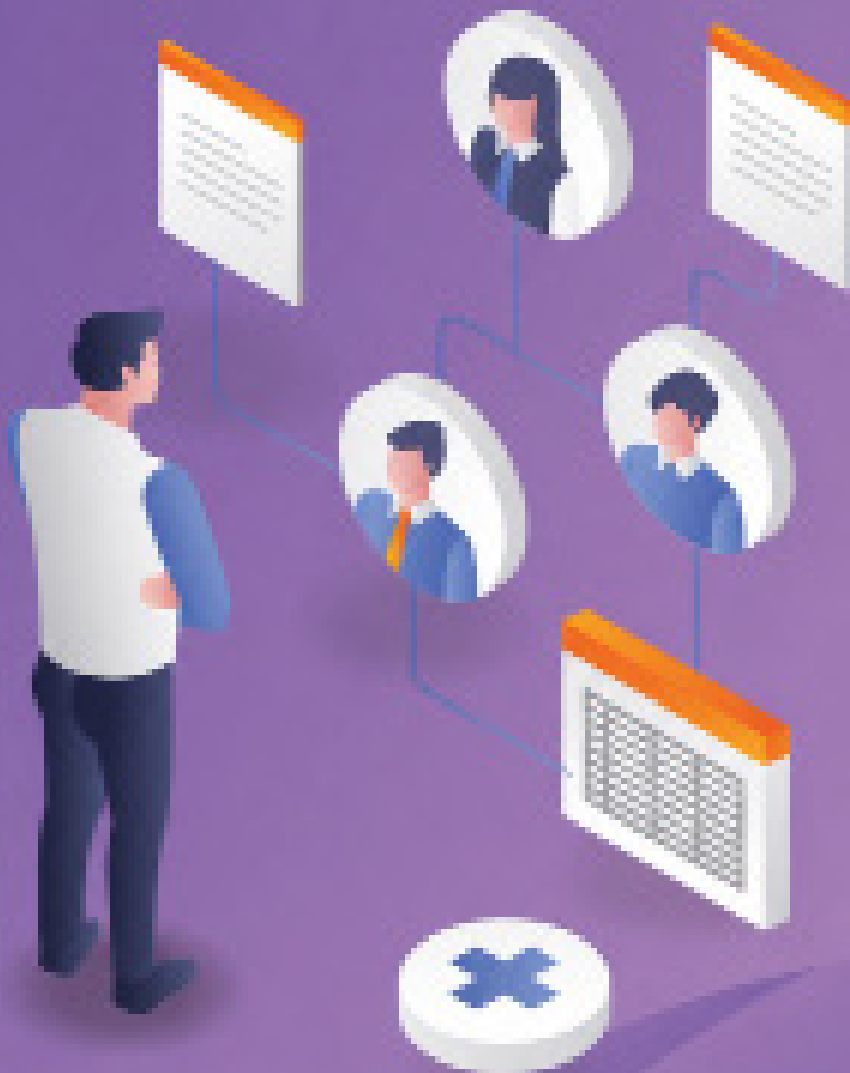




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Leadership Styles and Employee Performance in Public Sector Offices: Mediating Role of Employee Commitment

Abdu Kamil Abdu^{1*}, Ahmed Dawud Endris¹, Libeamlak Dessie Bayeh¹

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ABSTRACT

Public sector organizations play a role in delivering public services, regulating society and promoting economic development. However, they face persistent challenges, including inefficiency, weak internal controls, and low workforce engagement, making effective leadership critical for enhancing employee performance. This study investigates the influence of leadership styles on employee performance with the mediating role of employee commitment. An explanatory research design and quantitative research approach was employed. The data were collected from 206 public sector employees through structured questionnaires. Data analysis involved SmartPLS 4 for partial least square-structural equation modeling. Results indicated measurement model assessments are checked and validated. The structural model demonstrated that autocratic, democratic, laissez-faire, and transactional leadership significantly influenced commitment, while all except transformational leadership directly affected performance. Employee commitment fully mediated the relationship between transformational leadership and performance. These findings highlight the importance of leadership practices that strengthen employee commitment to improve performance outcomes. Emphasizing democratic, transactional, and transformational approaches, alongside regular leadership training, consistent managerial behavior, open communication, and effective motivation systems, enhance organizational efficiency and resilience. The study contributes to understanding leadership-performance dynamics in public organizations and provides practical guidance for policy and managerial interventions.

INTRODUCTION

In public sector organizations, achieving optimal performance is closely linked to the effectiveness of human resource and talent management, and leadership practices. Rising public expectations regarding transparency, accountability, and service quality have intensified the need for responsive and productive work environments (Alam *et al.*, 2021; Baig *et al.*, 2021). Despite these pressures, many public institutions continue to experience structural and managerial inefficiencies, such as delays in task completion, low attendance, and weak internal controls, reflecting shortcomings in personnel management (Schwarz *et al.*, 2020).

Leadership styles play a pivotal role in shaping outcomes, particularly in the public sector, with some styles more consistently positively influencing commitment and performance than others (Darka, 2024; George & Muda, 2025). Transformational and participative leadership styles are impactful as they not only encourage participation but also ensure accountability, timely supervision, and consistent performance evaluation (Boudlaie *et al.*, 2022; George & Muda, 2025). Additionally, empirical studies in Malaysia and Ethiopia indicate that democratic and transactional leadership are strongly associated with positive employee outcomes, whereas transformational leadership does not always exhibit a direct effect on organizational commitment in some public contexts (George & Muda, 2025; Molla,

2025). Furthermore, leadership style significantly influences employee performance in public-sector organizations, as demonstrated by empirical studies across various countries (Aman, 2025; Oladimeji & Abdulkareem, 2022). In Sweden, transformational and transactional leadership explained significant variance in employee performance (Basnet & Tiwari, 2022). Study in Pakistan revealed positive correlations between multiple leadership styles and performance outcomes (Sarwar *et al.*, 2022). In Ethiopia, both transformational and transactional leadership have been associated with improved performance, while democratic and laissez-faire approaches also support employee effectiveness; authoritarian leadership, however, has negative effects (Jemilah, 2021).

Employee commitment plays an important role in linking leadership behavior to performance outcomes in public sector institutions (Donkor *et al.*, 2023). Leadership approaches that cultivate commitment improve service quality, responsiveness, and organizational resilience (Li & Wang, 2023). Ethical leadership further reinforces employee motivation, job satisfaction, and adherence to public values, contributing to sustainable performance outcomes (Oladimeji & Abdulkareem, 2022).

Employee performance, defined as the effective execution of tasks contributing to organizational goals, is closely linked to leadership (Ribeiro *et al.*, 2018). Therefore, leadership stimulates performance by guiding, motivating,

¹ Department of Management, Samara University, Samara, Ethiopia

* Corresponding author's e-mail: abkamilyahoo4569@gmail.com

and aligning employees with organizational objectives in both public and private sectors.

Despite extensive research, gaps remain. Most studies focus on other sectors, neglecting regional contexts of the public sectors in Ethiopia. These studies have failed to consider the mediating role of other variable like employee commitment in the relationship between leadership styles and employees' performance. Addressing these gaps, this study investigates the effect of leadership styles on employee performance with mediating role of employee commitment in the public sectors' context.

LITERATURE REVIEW

Theoretical Foundation

The relationship between leadership styles and employee performance often effectively explained through Transformational Leadership Theory and Social Exchange Theory. According to these theories, collaboration between leaders and employees are based on reciprocal exchanges. Leadership styles fostering trust and support significantly strengthen employee commitment and subsequently enhance performance outcomes in organizational settings (Ibrahim & Daniel, 2023). In public sector organizations, where bureaucratic structures constrain flexibility and innovation, leadership plays a vital role in inspiring employees to achieve and maintain high levels of performance and service quality (Kim & Park, 2022). Empirical evidence shows that leadership styles that emphasize participation, empowerment, and support enhance employees' organizational commitment and lead to higher levels of productivity and effectiveness (Afifa *et al.*, 2024).

Leadership Styles and Employees Performance

Democratic leadership, which focuses participative decision-making, allows employees to contribute ideas and engage in organizational processes, fostering motivation, creativity, and long-term development of future leaders (Bhargavi & Yaseen, 2016). Research shows that this leadership style improves employee performance because it values input, promotes cooperation, and encourages a sense of ownership in tasks.

H₁: *Democratic Leadership Style Has a Positive Relationship with Employee Performance*

Autocratic leadership, by contrast, centralizes authority and requires strict obedience, often limiting creativity and dialogue (Zheng *et al.*, 2021). While this style is effective for meeting tight deadlines and maintaining short-term efficiency, it suppresses motivation, communication, and social interaction, potentially reduce long-term performance and generate conflicts (Bhargavi & Yaseen, 2016). Effective leaders, however, still inspire high task performance and cooperation when employees identify with and respect their authority (Gahan *et al.*, 2021).

H₂: *Autocratic Leadership Style Has a Positive Relationship with Employee Performance*

Laissez-faire leadership, defined by minimal interference

and abdication of decision-making, empower self-motivated and highly skilled employees, promoting autonomy, creativity, and faster problem-solving (Amanchukwu *et al.*, 2015). However, this style is often criticized for creating low productivity, poor guidance, and delayed task completion when subordinates lack discipline or expertise (Ahsan & Khalid, 2023). Consequently, laissez-faire leadership is context-dependent and fail to achieve organizational goals if employees are not self-directed or adequately trained.

H₃: *Laissez-Faire Leadership Style Has a Positive Relationship with Employee Performance*

Transformational leadership has consistently demonstrated strong positive effects on employee performance and organizational outcomes. The study by Donkor (2021) found that both transformational leadership style has a significant positive effect on employee performance in public sector organizations in Ghana. By inspiring, motivating, and intellectually stimulating followers, transformational leaders cultivate employee development, satisfaction, and alignment with organizational goals (Busari *et al.*, 2020). Transformational leaders address employees' emotional and professional needs, fostering commitment, job satisfaction, skill development, and retention while encouraging innovation and proactive behaviors (Bass and Avolio, 1990).

H₄: *Transformational Leadership Style Has a Positive Relationship with Employee Performance*

Transactional leadership, in contrast, relies on structured exchanges, rewards, and performance monitoring to influence outcomes. This style effectively enhances motivation, engagement, and task performance in process-oriented and formal environments, particularly when mediated by factors such as job satisfaction and trust (Hutama *et al.*, 2024; Selvarajah *et al.*, 2023). Nonetheless, transactional leadership foster compliance rather than long-term commitment or creativity, limiting its impact on sustained organizational performance (Ali *et al.*, 2024).

H₅: *Transactional Leadership Style Has a Positive Relationship with Employee Performance*

Leadership Styles and Employee Commitment

Leadership in public sector organizations is a key driver of employee commitment and organizational performance (Rainey & Yang, 2021). Employee commitment, as a psychological and behavioral construct, is a key mechanism through which leadership influences performance in public organizations (Donkor *et al.*, 2023). Public leadership that cultivates commitment has been linked to improved service quality, organizational resilience, and alignment with public values (Donkor *et al.*, 2023).

Democratic leadership emphasizes participation, collaboration, and shared decision-making, which positively affects employee commitment. When employees are involved in decisions and their opinions are valued,

they develop a sense of ownership and responsibility toward organizational goals (Bhargavi & Yaseen, 2016). Such leaders foster trust and motivation, enhancing affective commitment, as employees willingly align their interests with the organization's objectives (Caillier, 2020). All in all, employee commitment is positively influenced by democratic leadership style (Naimah *et al.*, 2024)

H₆: *Democratic Leadership Style Has a Positive Relationship with Employee Commitment*

Autocratic leadership based on strong control, characterized by centralized authority and strict supervision, influences commitment in different ways. While this approach often limits employee autonomy, creativity, and participatory engagement. On the other hand, it enhances commitment in structured environments where clarity and discipline are valued (Iqbal *et al.*, 2015). Employees develop a sense of obligation or continuance commitment, particularly when roles are clearly defined and performance expectations are strict (Shen *et al.*, 2019). However, excessive use of autocratic leadership reduces intrinsic motivation and weakens long-term affective commitment (Lou *et al.*, 2022).

H₇: *Autocratic Leadership Style Has a Positive Relationship with Employee Commitment.*

Laissez-faire leadership provides employees with autonomy and minimal supervision, which strengthens commitment among highly skilled and self-motivated workers (Amanchukwu *et al.*, 2015). When employees feel trusted and empowered, their affective commitment increases, as they voluntarily take ownership of tasks. However, in contexts where guidance or structure is required, laissez-faire leadership weakens commitment, leading to confusion, disengagement, and low productivity (Einarsen *et al.*, 2007). Therefore, its effect on commitment is highly contingent on employee competence and self-discipline.

H₈: *Laissez-Faire Leadership Style Has Positive Relationship with Employee Commitment.*

Transformational leadership strongly enhances employee commitment by inspiring, motivating, and intellectually stimulating followers (Bass and Avolio, 1990). Through idealized influence, inspirational motivation, and individual consideration, transformational leaders create an emotional attachment between employees and the organization, fostering affective commitment. The findings indicate that transformational leadership is the most effective style for enhancing performance in the public sector (Sesay, 2025). Employees identify with leaders' vision, internalize organizational values, and actively engage in achieving goals, leading to higher organizational citizenship, satisfaction, and long-term loyalty (Busari *et al.*, 2020). This style is particularly effective for nurturing a committed and motivated workforce.

H₉: *Transformational Leadership Style Has a Positive*

Relationship with Employee Commitment

Transactional leadership styles have a significant positive effect on employee commitment in the Dubai public sector (Al Raeesi, 2025). Transactional leadership influences employee commitment through structured exchanges, rewards, and performance monitoring. By providing clear expectations and performance-based incentives, transactional leaders enhance continuance and normative commitment, as employees recognize the benefits of aligning with organizational goals (Selvarajah *et al.*, 2023). While this style is not cultivated to the deep emotional attachment associated with affective commitment, it promotes compliance, accountability, and short-term engagement (Hutama *et al.*, 2024). Its effectiveness depends on the clarity of reward structures and the fairness of the exchange relationship between leaders and employees.

H₁₀: *Transactional Leadership Style Has a Positive Relationship with Employee Commitment*

Employee Commitment and Employee's performance

Employee commitment, including affective, continuance, and normative dimensions, strongly influences performance. Studies show that committed employees are more productive and engaged. In Jordanian universities and Kenyan state departments, commitment positively affected performance (Alhamad & Noor, 2023). In Nigeria, affective and continuance commitments improved performance, while normative commitment had little effect (Ikyanyon & Agber, 2020). Commitment also works indirectly; in Indonesia and China, it enhanced performance through organizational citizenship behavior and engagement (Montayop *et al.*, 2024). Commitment is thus a key driver of employee performance.

H₁₁: *Employee Commitment Has a Positive Relationship with Employee Performance*

Mediating Role of Employee Commitments

Recent studies show that leadership styles strongly impact employee performance, often through employee commitment. Employee commitment significantly improves employee performance and mediates the relationship between transformational leadership and employee performance (Duwiri *et al.*, 2025). The study finds that commitment partially mediates the relationship between leadership styles; specifically transformational and laissez-faire and employee performance in Ghanaian state-owned enterprises. Transformational leadership, emphasizing vision, inspiration, and individualized support, consistently enhances both commitment and performance. In Ethiopian public organizations, transformational leadership improved performance, with commitment partially mediating the effect (Abate & Kebede, 2023). Similarly, in the construction sector, committed employees drove better performance under transformational leaders (Mahfouz *et al.*, 2020). Ethiopian sports federations also found transformational leadership boosted performance

and job satisfaction, with satisfaction partially mediating the effect (Tadesse *et al.*, 2024). Conversely, *laissez-faire* leadership negatively affects commitment and performance due to lack of guidance (Anteneh & Gebremeskel, 2024). Overall, effective leadership, especially transformational, strengthens employee commitment, which in turn drives higher organizational performance.

H₁₂: *Employee commitment mediates the relationship between autocratic leadership style and employee performance.*

H₁₃: *Employee commitment mediates the relationship between democratic leadership style and employee performance.*

H₁₄: *Employee commitment mediates the relationship laissez-faire*

leadership style and employee performance.

H₁₅: *Employee commitment mediates the relationship transactional leadership style and em-*ployee* performance.*

H₁₆: *Employee commitment mediates the relationship between transformational leadership style and employee performance.*

Conceptual Framework

This study adopted a theoretical framework shown in Figure 1 to test the proposed hypotheses. The model examines the effect of autocratic, democratic, *laissez faire*, transactional, and transformational leadership styles on employee performance through the mediating role of employee commitment.

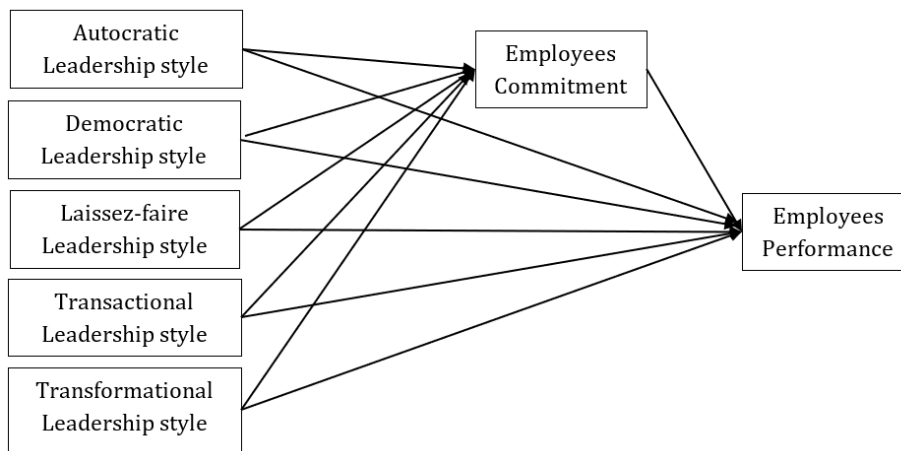


Figure 1: Conceptual Framework

MATERIALS AND METHODS

The study employed explanatory research design to examine the effect of leadership style on employee performance, with employee commitment serving as a mediating variable in the public office of Samara Logia City Administration. This approach enabled to determine relationships, specifically to explain how leadership styles influence employee performance directly and indirectly through employee commitment.

The study targeted 433 permanent employees across public sector offices in Samara Logia City Administration, categorized into social, economic, and administrative sectors. Using Taro Yamane’s formula at 95 % confidence and 5 % precision, a sample of 208 employees was selected. A stratified sampling technique was applied, with the sample from each sector determined proportionally: 96 from social, 72 from economic, and 40 from administrative. Within strata, simple random sampling ensured every employee had an equal chance of inclusion. This method minimized bias and yielded a sample adequate for structural equation modeling, which typically requires at least 200 observations for reliable estimation (Kline, 2023) and is recommended to be 5 to 10 times the number of questionnaire items (Hair *et al.*, 2021).

To ensure the reliability and validity of the measurement

scales in the context of public sector offices in Samara Logia City Administration, Ethiopia, well-established instruments were adapted to reflect local organizational realities. All items were rated on a five-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The data were analyzed using Structural Equation Modeling (SEM) in SmartPLS 4 to test both direct and mediating effects. The measurement model was first evaluated for reliability and validity. Internal consistency was confirmed using Cronbach’s alpha and composite reliability (CR > 0.70), convergent validity via average variance extracted (AVE > 0.50), and discriminant validity using the heterotrait-monotrait ratio (HTMT < 0.90). The structural model assessed direct effects of leadership styles on employee performance and the mediating effect of employee commitment. Bootstrapping with 5,000 resamples was used to test the significance of paths. This procedure ensures robust estimation of both direct and indirect effects, following Hair *et al.* (2021).

RESULTS AND DISCUSSION

The study uses two models in SmartPLS 4: a measurement model and a structural model. This approach enables to conduct comprehensive examination of the relationships among the variables.

Measurement Model Analysis

In SEM, the measurement model analysis assesses reliability and validity of constructs prior to structural analysis.

Reliability Assessments

This assessment evaluates the consistency and stability of a measurement. As shown in Table 1, the outer loadings that all constructs ranging from 0.60 to 0.91, thereby

confirming indicators' reliability. Composite reliability values for all constructs exceed 0.60, indicating strong internal consistency. It also shows that all constructs meet internal consistency standards, with Cronbach's Alpha and composite reliability values above 0.70 and AVE values above 0.50. Employee performance records the highest CA and CR values. These results con-firm that the measurement model is reliable and suitable for structural equation modeling analysis.

Table 1: Outer Loading, Composite Reliability, Average Variance Extracted

Constructs	Indicators	Loadings	CA	CR	AVE
Autocratic Leadership Style	ALS1	0.89	0.90	0.90	0.71
	ALS2	0.90			
	ALS3	0.78			
	ALS4	0.85			
	ALS5	0.79			
Democratic Leadership Style	DLS1	0.73	0.78	0.82	0.53
	DLS2	0.75			
	DLS3	0.76			
	DLS4	0.78			
	DLS5	0.81			
Laissez-Faire Leadership Style	LLS1	0.81	0.80	0.82	0.57
	LLS2	0.73			
	LLS3	0.74			
	LLS4	0.61			
	LLS5	0.85			
Transformational Leadership Style	TLS1	0.69	0.86	0.86	0.64
	TLS2	0.85			
	TLS3	0.81			
	TLS4	0.80			
	TLS5	0.84			
Transactional Leadership Style	TrcLS1	0.74	0.85	0.86	0.63
	TrcLS2	0.72			
	TrcLS3	0.80			
	TrcLS4	0.80			
	TrcLS5	0.91			
Employee Commitment	EC1	0.74	0.81	0.86	0.56
	EC2	0.74			
	EC3	0.69			
	EC4	0.77			
	EC5	0.79			
Employee Performance	EP1	0.82	0.91	0.92	0.70
	EP2	0.84			
	EP3	0.86			
	EP4	0.74			
	EP5	0.86			
	EP6	0.90			

Validity Assessments

Validity assessment examines whether the measurement items accurately represent the intended constructs. Table 1 shows that convergent validity was achieved. The

factor loadings of all measurement items exceeded the recommended threshold and the average variance extracted values were greater than 0.50, indicating that the indicators adequately represent their respective constructs.

Table 2: Fornell- Larcker Criterion

	ALS	DLS	LLS	TLS	TcLS	EC	EP
ALS	0.84						
DLS	0.29	0.73					
LLS	0.37	0.47	0.75				
TLS	0.36	0.52	0.61	0.80			
TcLS	0.33	0.31	0.46	0.43	0.79		
EC	0.49	0.51	0.65	0.66	0.59	0.75	
EP	0.49	0.55	0.65	0.64	0.61	0.67	0.84

Table 2 shows that the Fornell-Larcker criterion is satisfied, as the square root of AVE for each construct exceeds its correlations with other constructs. For example, ALS has an AVE of 0.84, higher than its correlations with DLS

(0.29) and LLS (0.37), con-firming discriminant validity. Table 3 presents the HTMT ratios which confirms that all values are below the threshold, ensuring discriminant validity.

Table 3: Hetrotriate-Monotriate Matrix

	ALS	DLS	LLS	TLS	TcLS	EC	EP
ALS							
DLS	0.32						
LLS	0.44	0.58					
TLS	0.40	0.62	0.73				
TcLS	0.37	0.35	0.55	0.49			
EC	0.56	0.60	0.79	0.77	0.66		
EP	0.54	0.61	0.75	0.72	0.69	0.85	

Structural Model Analysis

Structural model analysis examines the relationships among the latent variables in the model. It evaluates both direct effects and indirect effects to determine whether the proposed hypotheses are supported. Direct effects

denotes the immediate influence of one variable on another, while indirect effects capture the transmitted influences though intervening of mediating variable.

Direct Effects

Table 4: Path coefficients for direct effects

Relationships	β	Mean	Std. Dev.	T-value	P values
ALS -> EC	0.19	0.18	0.06	2.91	0.00
ALS -> EP	0.12	0.12	0.05	2.31	0.02
DLS -> EC	0.11	0.12	0.05	2.49	0.01
DLS -> EP	0.15	0.15	0.06	2.62	0.01
EC-> EP	0.35	0.35	0.09	3.73	0.00
LLS -> EC	0.24	0.23	0.07	3.18	0.00
LLS-> EP	0.14	0.14	0.06	2.40	0.02
TrLS -> EC	0.27	0.27	0.07	4.06	0.00
TrLS -> EP	0.21	0.21	0.07	2.83	0.01
TLS -> EC	0.27	0.28	0.09	3.24	0.00
TLS -> EP	0.11	0.11	0.08	1.38	0.17

Note: β = Path Coefficient (Original Sample), Mean = Sample Mean, Std. Dev. = Standard Deviation, T-value = T-statistic, p-value = Significance Level

Table 4 presents the direct path coefficients, including standardized estimates (β), T-values, and p-values, illustrates the direct relationships between various leadership styles, employee commitment, and employee performance. The results indicate that all paths are statistically significant at the 0.05 level, except for the direct effect of transformational leadership on employee performance. Autocratic leadership has a positive and significant relationship with employee commitment ($\beta = .19, T = 2.91, p < .05$) and employee performance ($\beta = .12, T = 2.31, p < .05$), implying that autocratic leadership style contributes positively to commitment and performance when managed effectively. Democratic leadership also statistically significant and positively predicts both employee commitment ($\beta = .11, T = 2.49, p < .05$) and performance ($\beta = .16, T = 2.62, p < .05$), supporting the value of participatory approach in enhancing employee outcomes. Laissez-faire leadership, often statistically significant and positively associated with employee commitment ($\beta = .24, T = 3.18, p < .05$) and performance

($\beta = .143, T = 2.398, p < .05$), suggesting that giving autonomy for employees foster their performance. Transactional leadership demonstrates statistically significant and positive relationship with both commitment ($\beta = .27, T = 4.06, p < .05$) and performance ($\beta = .21, T = 2.83, p < .05$), reinforcing the effectiveness of reward-based management improves employees' commitment and their performance. Transformational leadership shows a positive and statistically significant relationship with employee commitment ($\beta = .27, T = 3.24, p < .05$), but its direct relationship with employee performance is not statistically significant ($\beta = .11, T = 1.38, p = p > .05$), suggesting its influence mediated through other variables like commitment. Employee commitment has the strongest direct relationship employee performance ($\beta = .35, T = 3.72, p < .05$), indicating its central role as a driver of employees' performance.

Indirect Effects

Table 5 shows the mediation analysis that employee

Table 5: Mediation Analysis

Relationship	β	Mean	Std. Dev.	T-value	P values
ALS -> EC-> EP	0.06	0.06	0.03	2.46	0.01
DLS -> EC-> EP	0.04	0.04	0.02	2.04	0.04
LLS -> EC-> EP	0.08	0.08	0.04	2.16	0.03
TrLS -> EC-> EP	0.10	0.10	0.04	2.56	0.01
TLS -> EC-> EP	0.10	0.10	0.04	2.60	0.01

commitment significantly mediates the relationship between all five leadership styles and employee's performance. Autocratic ($\beta = .06, p < .05$), democratic ($\beta = .04, p < .05$), laissez-faire ($\beta = .08, p < .05$), transactional ($\beta = .10, p < .05$), and transformational ($\beta = .10, p < .05$) leadership all positively enhance performance indirectly through commitment. Specifically, the result indicates employee commitment plays full mediation in the relationship between transformational leadership

style and employee performance. Therefore, employee commitment functions as a critical mechanism explaining how transformational leadership translates into improved employee performance.

Total Effects Analysis

Table 6 indicate that all leadership styles exert positive and statistically significant total effects on employee performance. Autocratic leadership style shows a

Table 6: Total effects

Relationship	β	Mean	Std. Dev.	T-value	P values
ALS -> EP	0.18	0.18	0.05	3.49	0.00
DLS -> EP	0.19	0.19	0.05	3.50	0.00
LLS-> EP	0.22	0.22	0.07	3.48	0.00
TrLS -> EP	0.31	0.31	0.07	4.12	0.00
TLS -> EP	0.21	0.21	0.08	2.53	0.01

significant total effect on employee performance ($\beta = .18, T = 3.49, p < .05$), indicating that its overall influence on performance is meaningful when both direct and indirect effects are considered. Democratic leadership style also shows a significant total effect on employee performance ($\beta = .19, T = 3.50, p < .05$), reflecting its pooled direct and mediated influences. In the same manner, laissez faire leadership style has a positive and significant total effect on employee performance ($\beta = .22, T = 3.48, p <$

$.05$). Transactional leadership style reveals the strongest total effect on employee performance ($\beta = .31, T = 4.12, p < .05$), underscoring its substantial role in enhancing performance outcomes. Transformational leadership style also presents a significant total effect on employee performance ($\beta = .21, T = 2.53, p < .05$).

CONCLUSION

The study conducted on the effect of leadership styles on

employee performance with mediating role of employee commitment within the public offices of the Samara Logia City Administration. The findings presented strong empirical support for the proposed conceptual model. All leadership styles; autocratic, democratic, laissez-faire, and transactional showed significant positive effects on both employee commitment and employee performance. However, transformational leadership did not exhibit a significant effect on employee performance in the direct effect model. Transactional and transformational leadership styles demonstrated the strongest influence on employee commitment, while transactional leadership exerted the highest total effect on employee performance. Employee commitment significantly mediated the relationship between leadership styles and performance, underscoring its pivotal role in public sector effectiveness. The measurement and structural models satisfied all reliability, validity, and predictive relevance criteria, with the model explaining 69.5 percent of the variance in employee performance. In addition, interviews with managers from various public offices of the Samara Logia City Administration revealed that effective leadership practices, particularly democratic and transactional approaches, are critical in enhancing employee commitment and improving overall performance.

Limitations and Dimensions for Future Research

The study has limitation as it is focused only public sector offices, which may restrict generalization to other sectors. Data were collected through self-reported questionnaires, which may introduce exaggerations. Future research should undertake longitudinal designs, broader institutional coverage, and additional mediating or moderating variables to deepen insights.

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Conflict of Interest

The authors declare no conflicts of interest.

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Ethics Statement

Participation was voluntary and anonymous, with informed consent obtained from all participants prior to data collection.

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