



Rethinking Citizenship Behaviors: A New Perspective on Public Sector Performance Drivers

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ABSTRACT

This paper explores the relationships among work environment, servant leadership, organizational citizenship behavior (OCB), knowledge sharing, and employee performance within public service organizations. Employing a quantitative research design, data were collected from 177 employees using a census approach and analyzed through structural equation modeling (SEM). The findings reveal significant direct effects of work environment and servant leadership on employee performance, mediated primarily by knowledge sharing. While knowledge sharing emerged as a key driver of performance, the mediating role of OCB was context-dependent and less impactful. The results highlight the dual importance of physical and psychological workplace dimensions and emphasize knowledge sharing as a critical mechanism linking leadership and environmental factors to performance. This paper contributes to the theoretical discourse by prioritizing intellectual resource exchange over discretionary behaviors and provides practical recommendations for fostering collaborative and adaptive public service environments. Limitations include the paper's cross-sectional design and sector-specific focus, suggesting avenues for future longitudinal and multi-sectoral research.

Keywords: Work Environment, Servant Leadership, Knowledge Sharing, Organizational Citizenship Behavior, Employee Performance, Public Service Organizations

JEL Classifications: M12, M14, D83

1. INTRODUCTION

The Fourth Industrial Revolution has initiated significant transformations across all sectors, including public administration. These technological advancements demand a recalibration of the competencies and adaptability of public employees to ensure the delivery of services that are efficient, precise, and responsive to societal needs. Civil servants, as essential agents in public service delivery, play a critical role in upholding the quality of services provided. However, achieving optimal employee performance extends beyond innovation and strategic initiatives; it requires fostering a supportive work environment and improving employees' quality of life at work, which are essential for enhancing productivity and societal well-being (Bakker, 2011; Christian et al., 2011; Rose et al., 2009).

Employee performance is a complex construct shaped by various factors, including the work environment, leadership styles, and organizational behaviors. Cascio (2018) posits that performance arises from the interaction between individual capabilities, workplace opportunities, and organizational demands. Despite this understanding, empirical findings on the influence of the work environment and servant leadership on performance remain inconsistent, necessitating further exploration. For instance, while a supportive work environment generally improves performance, factors such as excessive workloads and inadequate psychological support may undermine these benefits (Demerouti et al., 2001). Similarly, Schowalter and Volmer (2023) note that servant leadership does not uniformly result in measurable performance improvements. These discrepancies highlight the importance

of investigating mediating variables, such as organizational citizenship behavior (OCB) and knowledge sharing, to better understand these dynamics.

OCB and knowledge sharing have gained prominence as critical mediators connecting contextual and behavioral factors to improved performance outcomes. OCB fosters a collaborative and productive work environment by encouraging voluntary efforts that extend beyond formal job requirements (Organ and Ryan, 2016; Ingrams, 2020). Concurrently, knowledge sharing facilitates the exchange of expertise and information, fostering innovation and operational efficiency (Swanson et al., 2020; Mehmood et al., 2022). Together, these mediators generate synergistic effects that significantly enhance both individual and organizational performance. Recent studies underscore the predictive and mediating roles of OCB and knowledge sharing in driving performance-related outcomes (Qalati et al., 2022; Nawaz et al., 2023).

This study addresses gaps in the literature by examining the interplay between the work environment, servant leadership, and employee performance, with a specific focus on OCB and knowledge sharing as mediating variables. By centering on public organizations, which play a vital role in addressing societal demands through effective service delivery, this research aims to illuminate the mechanisms through which these factors interact to enhance performance. Ultimately, the study seeks to contribute to a more comprehensive understanding of how public sector organizations can optimize employee performance and service delivery amid the rapid technological changes of the Fourth Industrial Revolution.

2. LITERATURE REVIEW

2.1. Work Environment

The work environment is defined as the sum of physical and non-physical factors influencing employee behavior and well-being, it plays a central role in shaping motivation, satisfaction, and productivity (Warr, 2011; Amabile and Kramer, 2011). A positive work environment facilitates collaboration, reduces stress, and enhances organizational citizenship behavior (OCB) (Dutton and Ragins, 2017). Research emphasizes that while physical elements like infrastructure and facilities contribute to performance, non-physical aspects such as psychological support and manageable workloads are equally essential (Sander et al., 2019; Demerouti et al., 2001). However, conflicting findings reveal complexities; for instance, Podsakoff et al. (2000) observed that even in favorable environments, OCB outcomes may remain statistically insignificant. These inconsistencies underscore the necessity of exploring mediating mechanisms, such as knowledge sharing, to better understand the work environment's role in driving performance (Haas and Hansen, 2007; Ives et al., 2000).

2.2. Servant Leadership

Servant leadership prioritizes the growth, empowerment, and well-being of employees, distinguishing itself from traditional leadership models that focus on hierarchical control (Greenleaf, 2013; Russell, 2001). This leadership style is particularly effective

in fostering trust, collaboration, and ethical behavior within organizations (Zada et al., 2023). However, its direct impact on employee performance remains contested. Donia et al. (2016) and Schowalter and Volmer (2023) found that servant leadership's effects are often mediated by organizational context and individual factors, such as employee engagement and trust. Further, its relationship with OCB and knowledge sharing has been explored in various organizational settings, but empirical inconsistencies persist (Tuan and Thao, 2018; Suresh and Kumar, 2012). These findings highlight the need to delve deeper into servant leadership's indirect mechanisms, particularly in public sector organizations where collaborative and ethical practices are critical.

2.3. Organizational Citizenship Behavior (OCB)

OCB represents voluntary employee behaviors that exceed formal job requirements, contributing to organizational efficiency and effectiveness (Organ, 1988). These behaviors include helping colleagues, supporting organizational goals, and fostering a positive workplace climate. The mediating role of OCB has been extensively studied, with researchers such as Ingrams (2020) and Qalati et al. (2022) identifying its importance in connecting leadership styles and work environment to performance outcomes. By encouraging teamwork and creating a cohesive organizational culture, OCB has been linked to higher employee satisfaction and improved productivity (Kim et al., 2019; Yaakobi and Weisberg, 2020). However, its effectiveness is context-dependent, with studies like Donia et al. (2016) revealing that OCB's impact varies based on organizational norms and employee perceptions. This variability calls for further investigation into how OCB mediates the relationship between leadership and performance, particularly in knowledge-intensive environments.

2.4. Knowledge Sharing

Knowledge sharing is the systematic exchange of expertise, information, and insights within an organization, enabling learning, innovation, and problem-solving (Ives et al., 2000; Haas and Hansen, 2007). A culture of knowledge sharing enhances organizational adaptability, facilitates innovation, and drives performance (Swanson et al., 2020; Mehmood et al., 2022). Studies have shown that factors such as trust, leadership, and a supportive work environment significantly influence knowledge sharing behaviors (Nguyen et al., 2019). Despite its recognized importance, gaps remain in understanding how knowledge sharing interacts with variables like OCB and servant leadership in public sector organizations. Research emphasizes the need for clear communication channels and a trust-based culture to optimize knowledge sharing's impact on performance (Qalati et al., 2022).

2.5. Employee Performance

Employee performance is a multidimensional construct encompassing the quality, quantity, and timeliness of work outputs, reflecting an employee's contribution to organizational goals (Koopmans et al., 2011). Cascio (2018) argues that performance arises from a dynamic interplay of individual capacities, organizational opportunities, and job demands. While factors like work environment and leadership styles are commonly linked to performance, their influence is often mediated by behavioral and contextual variables such as OCB and knowledge sharing (Rose

et al., 2009; Bakker, 2011). Christian et al. (2011) underscore that enhancing employees' quality of life at work directly supports productivity and performance. However, empirical inconsistencies in the direct effects of these factors highlight the importance of examining mediating relationships to better understand performance drivers, especially in public organizations.

2.6. Hypotheses Development

The work environment significantly influences employee behavior, motivation, and overall performance. A supportive work environment enhances employee comfort, satisfaction, and productivity by fostering collaboration and reducing stress (Demerouti et al., 2001; Edmondson, 1999). Both physical aspects, such as infrastructure, and non-physical factors, such as psychological support, contribute to improved employee outcomes (Kegel, 2017). However, inconsistent findings underscore the complexity of this relationship, particularly when workloads and stress levels offset the benefits of a conducive environment (Demerouti et al., 2001). Given these dynamics, it is anticipated that a supportive work environment will enhance employee performance by addressing both physical and psychological needs. Based on these insights, the following hypothesis is proposed:

H₁: The work environment has a positive and significant effect on employee performance.

Servant leadership, characterized by empathy, empowerment, and ethical stewardship, is increasingly recognized for its role in promoting employee well-being and organizational effectiveness (Greenleaf, 2013; Russell, 2001). This leadership style fosters a culture of trust and collaboration, which positively impacts employee engagement and productivity (Zada et al., 2023). While some studies suggest a direct relationship between servant leadership and performance, others emphasize the mediating role of contextual factors such as organizational citizenship behavior (OCB) and knowledge sharing (Schowalter and Volmer, 2023; Donia et al., 2016). Based on this evidence, the following hypothesis is proposed:

H₂: Servant leadership has a positive and significant effect on employee performance.

The work environment is also a key determinant of discretionary behaviors such as OCB. A conducive work environment fosters trust, collaboration, and job satisfaction, encouraging employees to go beyond formal job responsibilities (Organ, 1988; Ingrams, 2020). Research supports the notion that a positive environment enhances OCB by cultivating a sense of belonging and commitment (Podsakoff et al., 2000). However, inconsistent findings suggest that the relationship is context-dependent. Thus, this study proposes:

H₃: The work environment has a positive and significant effect on organizational citizenship behavior (OCB).

Servant leadership promotes behaviors that align with OCB, as it emphasizes employee empowerment, collaboration, and ethical responsibility (Tuan and Thao, 2018; Suresh and Kumar, 2012). Leaders who prioritize their employees' well-being inspire discretionary efforts that go beyond formal job requirements, fostering a culture of mutual support and organizational

commitment (Zada et al., 2023). Despite limited exploration in public sector contexts, the following hypothesis is proposed:

H₄: Servant leadership has a positive and significant effect on organizational citizenship behavior (OCB).

Knowledge sharing is heavily influenced by the organizational climate, particularly the work environment. A supportive environment enhances trust and communication among employees, fostering knowledge exchange and collaboration (Ives et al., 2000; Haas and Hansen, 2007). Research shows that physical and psychological workplace conditions significantly impact employees' willingness to share knowledge, ultimately driving innovation and performance (Swanson et al., 2020; Nguyen et al., 2019). Based on these insights, the following hypothesis is proposed:

H₅: The work environment has a positive and significant effect on knowledge sharing.

Servant leadership creates an environment conducive to knowledge sharing by fostering trust, collaboration, and psychological safety (Greenleaf, 2013; Zada et al., 2023). Leaders who prioritize employee empowerment and ethical behavior encourage the open exchange of ideas and expertise, enabling organizations to capitalize on their intellectual resources (Qalati et al., 2022; Brown et al., 2005). Given its emphasis on trust and collaboration, servant leadership is expected to positively influence knowledge sharing. Thus, the following hypothesis is proposed:

H₆: Servant leadership has a positive and significant effect on knowledge sharing.

OCB has been consistently linked to enhanced employee performance, as it fosters collaboration, organizational commitment, and a positive work atmosphere (Organ, 1988; Qalati et al., 2022). Employees exhibiting OCB voluntarily undertake responsibilities that improve operational efficiency and team dynamics (Kim et al., 2019; Yaakobi and Weisberg, 2020). By promoting a supportive and cohesive workplace, OCB contributes to achieving organizational goals. Thus, the following hypothesis is proposed:

H₇: Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance.

Knowledge sharing directly contributes to employee performance by enabling the exchange of critical information, enhancing problem-solving capabilities, and fostering innovation (Haas and Hansen, 2007; Swanson et al., 2020). Academic studies emphasize that knowledge sharing drives efficiency and adaptability, particularly in dynamic organizational contexts (Mehmood et al., 2022). Building on prior research highlighting the importance of knowledge sharing in enhancing organizational outcomes, this study focuses on its direct impact on employee performance. Therefore, the following hypothesis is proposed:

H₈: Knowledge sharing has a positive and significant effect on employee performance.

Given their integrative nature, OCB and knowledge sharing are expected to mediate the relationships between work environment, servant leadership, and employee performance.

OCB fosters voluntary behaviors that enhance team dynamics and organizational efficiency, while knowledge sharing facilitates collaboration and innovation. These mediators bridge contextual and behavioral factors with performance outcomes, addressing inconsistencies in prior research (Donia et al., 2016; Qalati et al., 2022; Mehmood et al., 2022). Accordingly, the following hypotheses are proposed:

- H₉: Organizational citizenship behavior (OCB) mediates the relationships between (a) work environment and employee performance and (b) servant leadership and employee performance.
- H₁₀: Knowledge sharing mediates the relationships between (a) work environment and employee performance and (b) servant leadership and employee performance.

The relationships between key constructs examined in this study are outlined in the conceptual framework presented in Figure 1.

3. RESEARCH METHODOLOGY

This study adopts a quantitative research design underpinned by positivist philosophy to examine the causal relationships among work environment, servant leadership, organizational citizenship behavior (OCB), knowledge sharing, and employee performance. Utilizing a hypothesis-driven approach, the research employs a cross-sectional design to capture data at a single point in time through structured surveys. The population for this study comprises 177 employees from public service organizations, covering diverse roles and hierarchical levels. Given the manageable size of the population, a census approach was employed, whereby data were collected from the entire population, ensuring complete representation and eliminating sampling bias. This method ensures that the perspectives of all eligible employees are captured, providing comprehensive insights into the studied constructs within the public sector context.

The research utilized a structured questionnaire, developed based on validated scales from prior studies to ensure robust measurement of the constructs. The work environment was assessed using items derived from Sedarmayanti (2017), addressing both physical and psychological dimensions. Servant leadership was measured using scales developed by Greenleaf (2013) and refined by Zada

et al. (2023), emphasizing key elements such as empathy, ethical behavior, and employee empowerment. OCB was evaluated based on dimensions proposed by Organ (1988) and extended by Ingrams (2020), encompassing altruism, civic virtue, and conscientiousness. Knowledge sharing was measured using items adapted from Haas and Hansen (2007) and Swanson et al. (2020), while employee performance was assessed following Koopmans et al. (2011), focusing on task performance, adaptability, and innovation. All items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure clarity, comprehension, and reliability, the questionnaire underwent a pilot test with 30 respondents, achieving Cronbach's alpha values above 0.70 for all constructs, indicating high internal consistency.

The data were analyzed using structural equation modeling (SEM) through SmartPLS 3.0, a statistical tool renowned for its ability to handle complex relationships and mediating effects. The analysis followed a two-phase approach. First, the measurement model was assessed to validate the reliability and validity of the constructs. Convergent validity was confirmed through average variance extracted (AVE) values exceeding 0.5, while discriminant validity was verified using the Fornell-Larcker criterion, ensuring that each construct was conceptually distinct. Composite reliability (CR) values above 0.7 further established the robustness of the measurement model. Second, the structural model was evaluated to test the hypothesized relationships among the variables. The bootstrapping method (5,000 resamples) was employed to rigorously assess the mediating effects of OCB and knowledge sharing. Key model fit indices were evaluated, including the standardized root mean square residual (SRMR <0.08), Normed fit index (NFI >0.90), and RMS_theta (<0.12), indicating a satisfactory model fit.

The study adhered to rigorous ethical standards throughout its execution. Ethical approval was obtained from the relevant institutional review boards to ensure compliance with established research protocols. Participation in the study was entirely voluntary, and respondents were provided with assurances of confidentiality and anonymity. Informed consent was obtained before data collection, and no personally identifiable information was collected or stored, ensuring the privacy and rights of participants were fully protected.

4. RESULTS

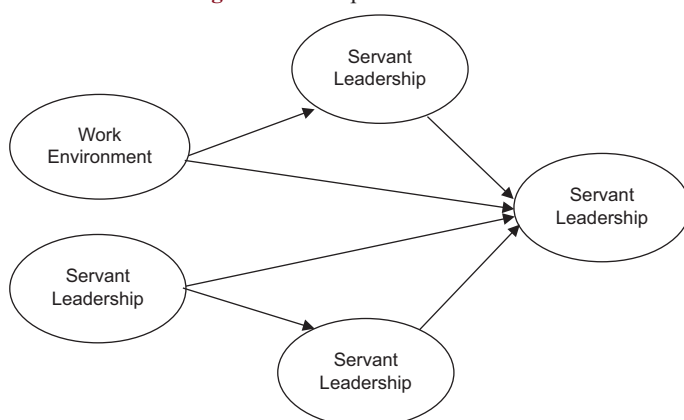
4.1. Measurement Analysis

The results of the measurement model evaluation, which assesses the reliability and validity of the constructs used in this study, are presented in Table 1.

Table 1 evaluates the measurement model by assessing factor loadings, Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE). These metrics are crucial for determining the reliability and convergent validity of the constructs and their respective indicators.

Reliability is examined using Cronbach's alpha (CA) and composite reliability (CR). All constructs exceed the recommended threshold of

Figure 1: Conceptual framework



0.70 for CA, indicating strong internal consistency among the items within each construct. For instance, Work Environment achieves a CA of 0.815, Servant Leadership scores 0.841, Organizational Citizenship Behavior reaches 0.889, Knowledge Sharing records the highest CA at 0.905, and Employee Performance achieves 0.872. These values confirm that the items within each construct are consistently measuring their intended latent variables.

Composite reliability (CR) further supports reliability, with all constructs surpassing the minimum requirement of 0.70. CR values

Table 1: Measurement model evaluation

Construct	Loading	Cr alpha	CR	AVE
Work environment				
WE4	0.715	0.815	0.865	0.625
WE5	0.782			
WE6	0.745			
WE7	0.721			
WE8	0.768			
WE9	0.704			
WE10	0.732			
Servant leadership				
SL1	0.712	0.841	0.892	0.613
SL2	0.746			
SL3	0.772			
SL4	0.759			
SL5	0.723			
SL6	0.739			
SL7	0.764			
SL8	0.810			
Organizational citizenship behavior				
OCB2	0.741	0.889	0.899	0.611
OCB3	0.725			
OCB4	0.802			
OCB5	0.781			
OCB5	0.739			
OCB7	0.843			
OCB8	0.807			
OCB9	0.718			
OCB10	0.741			
Knowledge sharing				
KS1	0.741	0.905	0.917	0.624
KS2	0.778			
KS3	0.760			
KS4	0.812			
KS5	0.769			
KS6	0.785			
KS7	0.729			
KS8	0.743			
KS9	0.757			
KS10	0.741			
Employee performance				
EP1	0.735	0.872	0.884	0.621
EP2	0.756			
EP3	0.789			
EP4	0.772			
EP5	0.769			
EP6	0.745			
EP7	0.763			
EP8	0.774			
EP10	0.735			

Loading: >0.70, CA: >0.70, CR: >0.70, AVE: >0.60. CR: Composite reliability, AVE: Average variance extracted, CA: Cronbach's alpha

range from 0.865 for Work Environment to 0.917 for Knowledge Sharing, reflecting robust reliability across constructs. These high CR scores demonstrate that the indicators consistently measure their respective constructs, ensuring strong measurement integrity.

Convergent validity is established through average variance extracted (AVE) values, all of which exceed the threshold of 0.60. This confirms that the constructs explain a sufficient proportion of variance in their indicators. The AVE values for each construct are as follows: Work environment (0.625), servant leadership (0.613), Organizational Citizenship behavior (0.611), Knowledge Sharing (0.624), and Employee performance (0.621). These results validate the constructs' ability to capture their respective latent dimensions effectively.

Most factor loadings are above the threshold of 0.70, further affirming the convergent validity of the constructs. For example, the loadings for Work Environment range from 0.704 (WE9) to 0.782 (WE5), while those for Servant Leadership vary from 0.712 (SL1) to 0.810 (SL8). Organizational Citizenship Behavior displays loadings between 0.718 (OCB9) and 0.843 (OCB7). Similarly, Knowledge Sharing and Employee Performance demonstrate robust loadings, with ranges of 0.729 (KS7) to 0.812 (KS4) and 0.735 (EP1) to 0.789 (EP3), respectively.

Although most loadings exceed the recommended threshold, some indicators, such as WE9 (0.704), OCB9 (0.718), and SL1 (0.712), are closer to the lower boundary. While these values remain acceptable, they suggest careful monitoring in future analyses to ensure consistent reliability and validity. Knowledge Sharing emerges as the construct with the highest reliability, with a CA of 0.905 and a CR of 0.917, underscoring its robust measurement framework. Similarly, Employee Performance demonstrates high reliability, with strong CA and CR values and valid indicator contributions.

The results of the Heterotrait-monotrait ratio of correlations (HTMT) analysis, which evaluates the discriminant validity of the constructs used in this study, are presented in Table 2.

Table 2 provide the HTMT analysis confirms that all constructs in the study satisfy the criterion for discriminant validity, as none of the values exceed the threshold of 0.85. This ensures that the constructs are distinct and measure separate theoretical concepts.

4.2. Structural Analysis

The structural analysis results, as presented in Table 3, were evaluated to examine the direct and indirect relationships between the constructs in the research model.

Table 2: Heterotrait-monotrait ratio of correlations

Construct	EP	KS	OCB	SL
KS	0.743			
OCB	0.812	0.691		
SL	0.734	0.723	0.748	
WE	0.762	0.704	0.833	0.795

HTMT ratio<0.85 indicates acceptable discriminant validity. EP: Employee performance, KS: Knowledge sharing, OCB: Organizational citizenship behavior, SL: Servant leadership WE: Work environment, HTMT: Heterotrait-monotrait ratio of correlations

Table 3 presents the results of the structural analysis, evaluating the hypothesized relationships in the research model. For the direct effects, the relationship between work environment (WE) and employee performance (EP) is significant ($\beta = 0.191$, $t = 2.412$, $P = 0.016$), supporting H_1 , while the effect of servant leadership (SL) on EP is also significant and stronger ($\beta = 0.410$, $t = 5.332$, $P = 0.000$), leading to the acceptance of H_2 . Similarly, the influence of WE on Organizational citizenship behavior (OCB) ($\beta = 0.391$, $t = 6.289$, $P = 0.000$) and SL on OCB ($\beta = 0.524$, $t = 8.436$, $P = 0.000$) are both highly significant, supporting H_3 and H_4 . Additionally, WE significantly affects knowledge sharing (KS) ($\beta = 0.407$, $t = 4.648$, $P = 0.000$), as does SL ($\beta = 0.353$, $t = 3.133$, $P = 0.002$), leading to the acceptance of H_5 and H_6 , respectively. On the other hand, the direct effect of OCB on EP is not significant ($\beta = 0.094$, $t = 1.157$, $P = 0.248$), resulting in the rejection of H_7 . In contrast, KS significantly impacts EP ($\beta = 0.329$, $t = 2.792$, $P = 0.005$), supporting H_8 .

For the indirect effects, the mediating role of OCB in the relationship between WE and EP ($\beta = 0.037$, $t = 1.095$, $P = 0.274$) is not significant, leading to the rejection of H_{9a} . However, KS mediates the relationship between WE and EP ($\beta = 0.134$, $t = 2.214$, $P = 0.027$), supporting H_{9b} . Similarly, the mediating role of OCB in the relationship between SL and EP is not significant ($\beta = 0.049$, $t = 1.128$, $P = 0.260$), resulting in the rejection of H_{10a} , whereas KS significantly mediates this relationship ($\beta = 0.116$, $t = 2.365$, $P = 0.018$), leading to the acceptance of H_{10b} .

In summary, eight hypotheses (H_1 , H_2 , H_3 , H_4 , H_5 , H_6 , H_8 , and H_{10b}) are supported, indicating that WE and SL positively influence EP, OCB, and KS, with KS playing a significant mediating role in enhancing EP. Four hypotheses (H_7 , H_{9a} , H_{10a}) are not supported, suggesting that OCB does not directly or indirectly influence EP in this context.

The predictive metrics and model fit evaluation results are presented in Table 4, providing insights into the model's explanatory and predictive capabilities.

Table 4 provides a detailed assessment of the predictive metrics and model fit evaluation for the structural model, encompassing R-square (R^2), Q-square (Q^2), and fit indices such as SRMR, NFI, and RMS_theta. The R^2 values indicate the proportion of variance explained in the endogenous constructs by the exogenous constructs. Employee performance (EP) demonstrates a strong predictive power with an R^2 of 0.820, suggesting that over 82% of its variance is accounted for by its predictors. Knowledge sharing (KS) has an R^2 of 0.540, reflecting moderate predictive power, while Organizational Citizenship Behavior (OCB) exhibits strong predictive power with an R^2 of 0.730. These values exceed the recommended threshold of 0.50, highlighting the model's robustness in explaining the variance in these constructs.

The Q^2 values, used to evaluate predictive relevance, further validate the model's strength. Positive Q^2 values for all constructs confirm predictive relevance, with EP achieving a Q^2 of 0.779, indicating substantial relevance, while KS and OCB report Q^2 values of 0.513 and 0.694, respectively, demonstrating moderate to strong predictive relevance. These results align with the criterion that $Q^2 > 0$ indicates meaningful predictive power.

Model fit is supported by favorable fit indices. The SRMR value of 0.056 is well below the threshold of 0.1, indicating minimal residual differences between observed and predicted covariance matrices, signifying a good fit. The NFI value of 0.900 meets the recommended threshold of 0.90, confirming the alignment of the hypothesized model with the data. Additionally, RMS_theta, at

Table 3: Structural analysis

Hyp.	Direct effect	β	M	SD	t-stat	P	Remarks
H ₁	WE→EP	0.191	0.185	0.079	2.412	0.016	Yes**
H ₂	SL→EP	0.410	0.418	0.077	5.332	0.000	Yes***
H ₃	WE→OCB	0.391	0.390	0.062	6.289	0.000	Yes***
H ₄	SL→OCB	0.524	0.526	0.062	8.436	0.000	Yes***
H ₅	WE→KS	0.407	0.402	0.088	4.648	0.000	Yes***
H ₆	SL→KS	0.353	0.362	0.113	3.133	0.002	Yes***
H ₇	OCB→EP	0.094	0.108	0.082	1.157	0.248	No
H ₈	KS→EP	0.329	0.313	0.118	2.792	0.005	Yes***
H _{9a}	WE→OCB→EP	0.037	0.043	0.034	1.095	0.274	No
H _{9b}	WE→KS→EP	0.134	0.128	0.060	2.214	0.027	Yes**
H _{10a}	SL→OCB→EP	0.049	0.056	0.044	1.128	0.260	No
H _{10b}	SL→KS→EP	0.116	0.109	0.049	2.365	0.018	Yes **

* $P < 0.1$, ** $P < 0.05$, *** $P < 0.01$. EP: Employee performance, KS: Knowledge sharing, OCB: Organizational citizenship behavior, SL: Servant leadership, WE: Work environment, SD: Standard deviation

Table 4: Predictive metrics and model fit evaluation

Constructs	Predictive power	Predictive relevance	Model fit indices		
	R^2	Q^2	SRMR	NFI	RMS_theta
EP	0.820	0.779	0.056	0.900	0.085
KS	0.540	0.513			
OCB	0.730	0.694			

NR² (Weak: < 0.25 ; Moderate: $0.25 - 0.50$; Strong: > 0.50), Q^2 (Positive: > 0 indicates the model has predictive relevance). SRMR (Good fit: < 0.1). EP: Employee performance, KS: Knowledge sharing, OCB: Organizational citizenship behavior

0.085, is below the acceptable limit of 0.12, further supporting the model's fit.

5. DISCUSSION

The findings of this study provide valuable insights into the complex relationships among the work environment, servant leadership, organizational citizenship behavior (OCB), knowledge sharing, and employee performance.

The results demonstrate that the work environment has a significant influence on employee performance (H_1 supported). This highlights the critical role of a supportive work environment, encompassing both physical and psychological dimensions, in fostering optimal conditions for productivity. Key elements such as adequate infrastructure, a conducive atmosphere, and mutual trust among employees are instrumental in enhancing job satisfaction and performance.

These findings align with Bakker (2011), who emphasize the importance of psychological factors—such as trust and perceived fairness—in driving employee performance, alongside physical aspects of the work environment. By extending the focus beyond infrastructure, this study addresses a gap in previous research, such as Kegel (2017), which primarily emphasizes physical elements. The results contribute to a more holistic understanding of how the interplay between physical and psychological dimensions influences employee outcomes.

The findings confirm a significant positive relationship between servant leadership and employee performance (H_2 supported). This indicates that servant leadership, characterized by empathy, empowerment, and ethical behavior, plays a pivotal role in fostering employee commitment and enhancing performance outcomes. By prioritizing the well-being and development of employees, servant leaders create an environment where employees feel valued and motivated to contribute effectively to organizational goals.

This result aligns with the findings of Zada et al. (2023), who highlight the strong influence of servant leadership on employee engagement and performance. Furthermore, it extends the understanding of leadership dynamics by emphasizing how the relational and ethical aspects of servant leadership directly impact employee outcomes. Unlike leadership styles focused solely on task completion or authority, servant leadership leverages trust and empowerment to drive results.

The study also resonates with Schowalter and Volmer (2023), who suggest that the effectiveness of servant leadership may be influenced by organizational contexts. While hierarchical or bureaucratic cultures could pose challenges to the implementation of servant leadership, the study underscores its relevance in contexts that prioritize collaboration and employee empowerment. These findings reinforce the importance of understanding organizational culture when evaluating the impact of leadership styles on employee performance.

The findings validate that a positive work environment significantly fosters organizational citizenship behavior (OCB) (H_3 supported).

This indicates that a supportive and inclusive work environment encourages discretionary behaviors such as altruism, civic virtue, and helping behaviors among employees. These behaviors, while not formally required, enhance the overall functioning and cohesion of the organization by promoting a collaborative and cooperative work culture.

This result aligns with Organ's (1988) framework, which posits that employees are more likely to engage in OCB when they perceive their work environment as supportive and fair. Similarly, it resonates with subsequent studies, such as those by Organ et al. (2005) and Podsakoff et al. (2000), which emphasize the role of a positive work environment in enhancing employee morale and loyalty, key drivers of OCB.

However, this study extends prior research by highlighting the critical role of perceived fairness in organizational practices as a determinant of OCB. While earlier studies predominantly focus on the structural or interpersonal aspects of the work environment, this research underscores that employees' perception of fairness in processes and decision-making significantly strengthens their willingness to engage in discretionary behaviors. This nuanced perspective offers a more comprehensive understanding of the factors that foster OCB, suggesting that fairness serves as a pivotal psychological mechanism in cultivating such behaviors.

The findings demonstrate a significant positive influence of servant leadership on organizational citizenship behavior (OCB) (H_4 supported). This relationship highlights the role of servant leadership in cultivating a workplace culture characterized by collaboration, ethical behavior, and mutual respect. Employees under servant leaders are more likely to engage in discretionary behaviors, such as helping colleagues, demonstrating civic virtue, and going beyond their formal job responsibilities.

These results align with the findings of Tuan and Thao (2018) and Suresh and Kumar (2012), which emphasize that servant leadership inspires employees to act in ways that benefit the organization and their peers. By prioritizing employee well-being and fostering an ethical work environment, servant leaders create conditions conducive to OCB, reinforcing the intrinsic motivation of employees to contribute beyond their prescribed duties.

Interestingly, this study provides additional insights by suggesting that the impact of servant leadership on OCB may be more pronounced in sectors that emphasize ethical considerations and employee empowerment, such as public services. This observation underscores the contextual nature of leadership effectiveness, indicating that servant leadership aligns particularly well with organizational settings that prioritize ethical values and collaborative approaches. This finding enhances the understanding of how leadership styles can be adapted to different organizational contexts to maximize their impact on discretionary behaviors.

The findings reveal a significant positive relationship between the work environment and knowledge sharing (H_5 supported). This relationship underscores the importance of a supportive

work environment in fostering the exchange of ideas, expertise, and insights among employees. A conducive environment characterized by open communication, trust, and collaboration creates the conditions necessary for effective knowledge sharing, enhancing both individual and organizational learning.

These results are consistent with earlier findings by Ives et al. (2000) and Haas and Hansen (2007), which emphasize the role of workplace dynamics in promoting knowledge exchange. Both studies highlight that a collaborative atmosphere and mutual trust are critical enablers of knowledge-sharing behaviors.

This study extends prior research by demonstrating the dual role of physical and psychological factors in facilitating knowledge sharing. While physical infrastructure, such as accessible technology and well-designed workspaces, provides the means for knowledge exchange, psychological factors—such as trust, perceived fairness, and emotional support—serve as the foundation for sustained collaboration. Notably, the findings suggest that even in hierarchical environments, where communication flows may be constrained, fostering trust and inclusivity can significantly enhance knowledge-sharing practices. This nuanced perspective adds depth to the understanding of how work environments shape knowledge-sharing behaviors across different organizational contexts.

The findings indicate a significant positive effect of servant leadership on knowledge sharing (H_6 supported). This relationship highlights the critical role of servant leadership in fostering an environment where employees feel empowered and trusted to share their knowledge openly. By prioritizing the well-being and development of employees, servant leaders encourage the free flow of information and ideas, which are essential for organizational learning and growth.

These results align with studies by Qalati et al. (2022), which emphasize that servant leadership facilitates knowledge sharing by building trust and creating a culture of collaboration. Leaders who embody empathy, ethical behavior, and empowerment establish conditions where employees feel safe and motivated to contribute their expertise without hesitation.

This study further extends the literature by demonstrating that servant leadership-driven knowledge sharing plays a pivotal role in fostering innovation and adaptability, particularly in dynamic settings such as public services. In these environments, where responsiveness and innovation are crucial, the ability to effectively share and apply knowledge becomes a key organizational capability. These findings provide additional evidence of the transformative potential of servant leadership in enhancing knowledge-sharing practices, reinforcing its value across various organizational contexts.

Contrary to expectations, the findings indicate that organizational citizenship behavior (OCB) does not have a significant direct effect on employee performance (H_7 rejected). This result challenges the widely held assumption that OCB universally enhances individual performance. Instead, it highlights the complexity of

the relationship between discretionary behaviors and performance outcomes, suggesting that the influence of OCB may be mediated or moderated by other contextual factors.

This finding stands in contrast to studies by Kim et al. (2019) and Yaakobi and Weisberg (2020), which assert that OCB directly contributes to improved performance by fostering teamwork, organizational cohesion, and efficiency. The inconsistency may stem from differences in organizational settings or the nature of tasks. In structured or highly regulated environments, such as those studied here, the contributions of OCB may be less impactful due to limited opportunities for discretionary behaviors to enhance task outcomes.

The results also raise questions about the role of contextual variables, such as task complexity and team dynamics, in shaping the relationship between OCB and performance. For example, in tasks requiring high interdependence and collaboration, OCB may exert a stronger influence, while in more routine or individualistic tasks, its impact may be negligible. These nuances suggest that the performance benefits of OCB may be indirect and contingent on specific organizational or task-related conditions, warranting further investigation.

The findings reveal a significant positive impact of knowledge sharing on employee performance (H_8 supported). This relationship highlights the essential role of knowledge exchange in enhancing task efficiency, fostering problem-solving capabilities, and driving organizational innovation. By enabling employees to access and utilize shared expertise, knowledge sharing strengthens both individual and collective performance outcomes.

These results align with the findings of Swanson et al. (2020) and Mehmood et al. (2022), which emphasize the importance of knowledge sharing as a key driver of productivity and innovation. The exchange of information and best practices empowers employees to address challenges more effectively and adapt to changing organizational needs, thereby improving overall performance.

This study further extends the literature by emphasizing the critical importance of knowledge sharing in public service organizations. In these settings, where interdepartmental collaboration and coordination are integral to service delivery, knowledge sharing serves as a vital mechanism for ensuring operational efficiency and responsiveness. The findings underscore that fostering a culture of knowledge exchange can significantly enhance organizational performance, particularly in complex and dynamic environments where collaborative problem-solving is essential.

The findings provide nuanced insights into the mediating roles of organizational citizenship behavior (OCB) and knowledge sharing. While OCB does not mediate the relationship between the work environment and employee performance (H_{9a} rejected) or between servant leadership and employee performance (H_{10a} rejected), knowledge sharing emerges as a significant mediator for both relationships (H_{9b} and H_{10b} supported). These results underscore the centrality of knowledge sharing in translating

supportive work environments and leadership styles into enhanced performance outcomes.

The absence of a mediating effect for OCB challenges the assumption that discretionary behaviors consistently enhance performance through indirect pathways. This finding diverges from studies such as Kim et al. (2019) and Yaakobi and Weisberg (2020), which highlight OCB as a critical intermediary in performance-related processes. The limited role of OCB in this context may be attributed to factors such as low task interdependence or cultural norms that do not prioritize extra-role behaviors. These contextual elements suggest that the effectiveness of OCB as a mediator is contingent upon specific organizational or team dynamics.

In contrast, the mediating effect of knowledge sharing aligns with prior research, such as Donia et al. (2016) and Swanson et al. (2020), which emphasize the importance of collaborative knowledge exchange in driving employee performance. Knowledge sharing facilitates the effective dissemination of ideas and expertise, enabling employees to optimize task execution and problem-solving capabilities. This study extends these findings by demonstrating that knowledge sharing serves as a critical mechanism for leveraging both supportive work environments and servant leadership styles to enhance performance outcomes.

These results highlight the distinctive contributions of knowledge sharing and OCB as mediators, suggesting that the pathways to improved performance are more effectively facilitated by mechanisms that directly promote collaboration and learning, rather than by discretionary behaviors alone.

6. CONCLUSION

This study provides significant insights into the intricate relationships among work environment, servant leadership, organizational citizenship behavior (OCB), knowledge sharing, and employee performance in public service organizations. The findings underscore the crucial roles of work environment and servant leadership as direct predictors of performance. A supportive work environment enhances employee satisfaction and productivity by addressing both physical and psychological needs, while servant leadership fosters empathy, empowerment, and ethical behavior, driving higher employee commitment and performance.

Knowledge sharing emerged as a pivotal mediating factor in linking work environment and leadership styles to performance, highlighting its role in fostering collaboration, innovation, and organizational adaptability. In contrast, OCB did not demonstrate a significant direct or mediating effect on performance, suggesting that its influence may be contingent upon contextual factors such as organizational norms and team dynamics.

The study contributes to the theoretical literature by emphasizing knowledge sharing's centrality over OCB in translating leadership and environmental factors into performance outcomes. These findings also have practical implications for public service organizations, advocating for the establishment of collaborative

tools, cross-functional training, and leadership styles that prioritize trust and knowledge exchange.

6.1. Implications

The study contributes to the literature by refining the understanding of how work environment and leadership styles influence performance outcomes. By emphasizing the centrality of knowledge sharing over OCB in mediating these relationships, the research advances theoretical frameworks that prioritize the exchange of intellectual resources over discretionary behaviors in specific contexts.

For practitioners, this study underscores the importance of fostering a supportive work environment and adopting servant leadership styles to enhance performance. Public service organizations should implement systems that facilitate knowledge sharing, such as collaborative tools and cross-functional training programs. Additionally, managers should recognize that while OCB offers situational benefits, knowledge sharing consistently drives innovation and productivity.

6.2. Limitations and Future Research Agenda

This study offers valuable insights into the relationships among work environment, servant leadership, organizational citizenship behavior (OCB), knowledge sharing, and employee performance. However, several limitations must be acknowledged. First, the use of a cross-sectional design limits the ability to establish causal relationships or examine the dynamic nature of these constructs over time. Future longitudinal studies are recommended to better understand temporal changes and causal linkages. Second, the research was conducted within public service organizations, which have unique cultural and operational dynamics. This contextual specificity restricts the generalizability of the findings to other sectors, such as private or non-profit organizations. Expanding the study to diverse organizational contexts could validate and extend these findings. Third, the reliance on self-reported surveys introduces the potential for common method bias and social desirability bias, despite assurances of confidentiality. Fourth, while the study emphasizes the mediating roles of OCB and knowledge sharing, it does not account for potential moderating variables, such as organizational culture, individual personality traits, or alternative leadership styles, which could further illuminate the relationships among these constructs. Fifth, the study excludes external factors, such as economic conditions, policy changes, or technological advancements, which may also significantly influence employee performance. Lastly, although the census approach was comprehensive for the studied context, the sample size of 177 employees from a specific locale may not capture broader variations in organizational dynamics. Future research could address these limitations by incorporating longitudinal designs, broader contexts, external factors, and moderating variables, providing a more comprehensive understanding of the studied relationships.

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