

## Spirituality at Work and Service-Oriented Performance: How Engagement and Service Climate Shape Employee Outcomes?

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**Abstract:** Indonesian public sector reform emphasizes efficiency and citizen orientation through the BerAKHLAK values. Despite internal progress, external evaluations such as the Ombudsman's Public Service Compliance Index have declined, revealing a gap between value adoption and actual service quality. This study investigates workplace spirituality, work engagement, and service climate as key drivers of service-oriented performance. Data were collected from 347 civil servants in a citizen-service-focused public institution, with 330 valid responses retained after data cleansing. This study employs established measurement scales and applies PLS-SEM to test direct, mediating, and moderating effects, showing that workplace spirituality strongly enhances work engagement. Work engagement mediates its effects on in-role performance and service-oriented OCB. Moreover, service climate strengthens the impact of engagement on both outcomes, producing stronger relationships under high-climate conditions. These findings support Conservation of Resources and Social Information Processing theories, suggesting that psychological resources and supportive climates jointly improve public service outcomes.

**Keywords:** Workplace Spirituality, Work Engagement, Service Climate, Service-Oriented in-Role Performance, Organizational Citizenship Behaviour

### INTRODUCTION

Globally, governance effectiveness is a key benchmark for evaluating the quality of public administration and service delivery. The World Bank's Worldwide Governance Indicators (WGI) show that Indonesia's Government Effectiveness Index improved from 0.44 in 2022 to 0.58 in 2023 on a scale of -2.5 (weak) to +2.5 (strong), reflecting progress in governance capacity (World Bank, 2024). In contrast, Indonesia's Public Services Index reported by The Global Economy declined from 5.9 in 2023 to 5.6 in 2024, signalling that institutional reforms do not automatically translate into improvements in service delivery as perceived by citizens (The Global Economy, 2024).

To strengthen governance, the government has emphasized bureaucratic reform through the internalization of civil service core values known as BerAKHLAK (Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative). Nationally, the BerAKHLAK index increased from 61.1% in 2023 to 68.1% in 2024, while one public sector institution focusing on citizen services and market regulation showed sharper progress from 57.8% to 72.8% in the same period (MoSAUBR, 2023, 2024). In contrast, external evaluations reveal a paradox as the Ombudsman's Public Service Compliance Index consistently fell from 81.89 in 2022 to 75.37 in 2024, shifting the institution's performance from the "green zone" to the "yellow zone" (Ombudsman RI, 2024). This contrast underscores the enduring gap between the internalization of cultural values and

the tangible quality of services, despite the mandate of Law No. 25/2009 on Public Services, which requires transparency, accountability, and customer satisfaction as fundamental standards (Ministry of State Secretariat, 2009).

Extant literature highlights that service-oriented performance (SOP) constitutes a critical mechanism for addressing the persistent challenges of public service delivery. SOP reflects employees' capacity to provide responsive and high-quality services even under intense societal demands (Mostafa, 2022). SOP is generally categorized into two dimensions: in-role service performance, denoting the fulfilment of formal job responsibilities, and service-oriented organizational citizenship behaviour (SO-OCB), which captures voluntary and discretionary actions aimed at enhancing service quality beyond formal role requirements (Alqhaiwi & Luu, 2024). Such behaviours encompass loyalty to the organization, proactive and responsive service provision, and active participation in continuous improvement initiatives (Aggarwal et al., 2024). Empirical evidence confirms that both in-role and extra-role service behaviours are essential indicators of public service excellence (Al Badi et al., 2023). Accordingly, the effectiveness of public service delivery is shaped not only by structural reforms but also by internal organizational conditions that nurture employees' psychological resources and spiritual well-being (Mostafa, 2022).

Although recent literature has questioned the relevance of organizational citizenship behaviour (OCB), particularly in private sectors after the pandemic and the rise of the anti-work movement (Bolino et al., 2024), this critique does not fully apply to public bureaucracies. In the public sector, where accountability and citizen service are central, extra-role behaviours such as helping, proactivity, and loyalty remain essential for sustaining service quality (Ingrams, 2020). Recent studies reinforce this view, showing that OCB continues to be a key mechanism linking public service motivation, commitment, and satisfaction to improved performance (Park, 2025; Worku, 2024; Suma, 2025). In addition, OCB has been shown to enhance service-oriented performance through work engagement in public organizations (Alqhaiwi & Luu, 2023).

Building on this perspective, research has increasingly emphasized the role of internal organizational drivers in fostering service-oriented performance. Workplace spirituality (WS), characterized by meaningful work, a sense of community, and alignment with organizational values, provides employees with intrinsic motivation that extends beyond formal role obligations (Ashmos & Duchon, 2000; Milliman et al., 2003; Gatling et al., 2016). When employees find purpose and harmony in their work, they are more likely to demonstrate both in-role and extra-role service behaviours. Moreover, work engagement (WE) defined as the simultaneous investment of physical, emotional, and cognitive energies functions as the mediating mechanism through which WS translates into enhanced service-oriented performance (Rich et al., 2010; Al Badi et al., 2023). Importantly, the effectiveness of this pathway is contingent upon contextual factors such as service climate (SCL), which strengthens the extent to which engaged employees convert their energy into consistent, citizen-focused service behaviours (Alqhaiwi & Luu, 2023; Jin et al., 2025).

Although workplace spirituality, work engagement, and service climate have been widely examined in organizational research, several important research gaps

remain unaddressed. First, most empirical studies have been conducted in private, hospitality, or service-intensive industries (Gatling et al., 2016; Ozturk et al., 2021; Mostafa, 2022), leaving limited understanding of how these constructs operate within public bureaucracies that are highly procedural, rule-bound, and mission-driven. Second, very few studies have integrated workplace spirituality, work engagement, and service climate into a single comprehensive framework, particularly when simultaneously assessing both in-role and extra-role aspects of service-oriented performance (Alqhaiwi & Luu, 2023). Third, the psychological mechanism through which workplace spirituality enhances service behaviour via work engagement and the contextual conditions that strengthen this linkage, such as service climate, remain underexplored in emerging public-sector settings like Indonesia (Iqbal et al., 2020; Jin et al., 2025). To address these gaps, this study investigates whether workplace spirituality enhances service-oriented performance through the mechanism of work engagement and whether service climate strengthens this relationship within the Indonesian civil service context.

This article is organized in a systematic and scholarly manner to ensure conceptual clarity and methodological coherence. The first part provides the study's background, clarifies the research problem, and establishes the theoretical framework guiding the investigation. The next part describes the research methodology, covering the sampling approach, measurement scales, and analytical methods employed to assess the model. The following section presents the empirical results, accompanied by a critical discussion that integrates theoretical interpretation with contextual insights from the Indonesian public sector. The final section provides concluding remarks, emphasizing the main contributions, implications for policy and managerial practice, and directions for future research on workplace spirituality, work engagement, and service-oriented performance within public organizations.

## METHODS

### **Population, Sample, and Data Collection**

This research adopted a quantitative explanatory design using a cross-sectional survey approach. It aimed to empirically investigate the interplay between workplace spirituality (WS), work engagement (WE), service-oriented performance (SOP), and service climate (SCL) within the public sector. This design was selected as it enables the examination of direct, mediating, and moderating relationships in a complex model. The study population comprised 696 civil servants working in a public sector institution responsible for citizen services and market regulation, drawn from a total of 3,670 personnel. This population was defined based on their primary responsibility in delivering public services, including providing information and education to citizens or business actors, handling technical licensing and certification, delivering administrative services, offering consultation and facilitation, supporting export promotion and business matching, and conducting verification or calibration of measuring instruments.

To be included in the population, employees were required to have served in the institution for at least one year. Following Hair et al. (2019), the minimum

required sample size for structural equation modelling was 335 respondents. Initially, this study successfully collected 347 valid responses. However, after a rigorous data cleansing process to remove incomplete and inconsistent responses, the final dataset consisted of 330 usable responses, which still exceeds the recommended threshold. Data were collected through both online and offline surveys using a purposive sampling approach, targeting employees directly involved in public service delivery with at least one year of tenure. The online survey was distributed electronically to allow respondents to complete the questionnaire remotely, while the offline survey involved distributing hardcopy questionnaires directly in the workplace to reach employees with limited access to digital platforms.

### **Measurement Instruments**

The measurement instrument in this study was developed using a structured questionnaire consisting of 67 indicators, each designed to capture the constructs of workplace spirituality, work engagement, service climate, and service-oriented performance. All items were measured on a seven-point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). Prior to full-scale data collection, the questionnaire was subjected to a readability test to ensure clarity of language and ease of understanding for respondents. Subsequently, a validity and reliability test were conducted using SPSS, confirming that all indicators met the required thresholds before being employed in the main survey.

This study measured five key constructs using established scales. Workplace spirituality was assessed with 21 items across three dimensions meaningful work, alignment with organizational values, and sense of community adapted from Ashmos and Duchon (2000) and Milliman et al. (2003). Work engagement was measured using 18 items from Rich et al. (2010), encompassing physical, emotional, and cognitive engagement. Service climate was evaluated with four items adapted from Schneider et al. (1998) and Salanova et al. (2005), capturing employees’ perceptions of organizational support for service quality. Lastly, service-oriented performance was measured using Bettencourt and Brown’s (1997) scale, comprising two dimensions, in-role service performance and service-oriented organizational citizenship behaviour (SO-OCB), each represented by five items.

### **Data Analysis**

The data were analysed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. This method was chosen for three reasons. First, although the eligible population comprised only 696 employees, the research model is relatively complex, involving multiple latent variables with mediating and moderating effects. In such cases, covariance-based SEM (CB-SEM) would require a substantially larger sample size to achieve model fit, which was not feasible in this study. Second, PLS-SEM is more prediction-oriented and robust when applied to small to medium sample sizes, making it appropriate for this research context (Hair et al., 2019). Third, results of Mardia’s multivariate normality test showed significant skewness (Test-Statistic = 48511.453,  $p = 0.000$ ) and excess kurtosis (Test-Statistic = 150.112,  $p = 0.000$ ), indicating that the data did not meet the

assumption of multivariate normality (Mardia, 1970; Kline, 2016). Given that PLS-SEM does not require normally distributed data, it was considered the most suitable analytical approach for this study.

### Common Method Bias

To minimize potential common method bias (CMB), several procedural and statistical remedies were implemented. Procedurally, respondent anonymity and confidentiality were assured to reduce evaluation apprehension and discourage socially desirable responses, following Podsakoff et al.'s (2003) recommendations. Statistically, CMB was assessed using a full collinearity test. The variance inflation factor (VIF) values for all constructs were below 3.3, with the highest value being 1.90, indicating that common method variance was not a concern in this study (Kock, 2015). These results suggest that the dataset is free from substantial CMB and suitable for further structural model analysis.

## RESULTS AND DISCUSSION

### Demographic and Descriptive Analysis

The total sample of this study was 347 respondents, consisting of 176 men (50.7%) and 171 women (49.3%). In terms of age, the largest group of respondents were 31–35 years old (32%), followed by 36–40 years (22.5%) and 41–45 years (17.9%). Smaller proportions were 25–30 years old (13%), 46–50 years old (10.1%), and above 50 years old (4.3%), while only one respondent (0.3%) was in the 21–25 age group. With respect to job position, the majority were functional officials (78.4%) and supporting staff (18.2%), while only a few occupied managerial positions, namely administrators (Echelon III, 1.7%) and supervisors (Echelon IV, 1.7%). This distribution indicates that most respondents were mid-career employees in frontline positions, making them highly relevant for analysing service-oriented performance and its relationship with workplace spirituality, engagement, and service climate.

Following the demographic analysis, we evaluated the measurement model by examining composite reliability (CR), indicator loadings, average variance extracted (AVE), and the Fornell–Larcker criterion to establish construct validity (Hair et al., 2019). Reliability and validity analyses indicated that the measurement model met recommended criteria. Table 1 presents the means, standard deviations, and correlations among the main constructs of this study, WS, WE, SCL, SOP, and SO-OCB.

**Table 1.** Means, Standard Deviations, and Correlations among Constructs

Variable	Mean	Std Dev	1	2	3	4	5
1. Workplace Spirituality	5.718	1.044	<b>0.791</b>				
2. Work Engagement	5.890	0.934	0.776	<b>0.830</b>			
3. Service Climate	5.692	1.127	0.747	0.681	<b>0.827</b>		
4. Service-oriented OCB	5.640	1.109	0.556	0.484	0.387	<b>0.806</b>	
5. Service-oriented in-role Performance	6.328	0.686	0.481	0.523	0.382	0.535	<b>0.864</b>

The results show that the mean values for all construct are relatively high (ranging from 5.64 to 6.33) with standard deviations below 1.2. Among them, service-oriented in-role performance records the highest mean (6.33), reflecting that employees consistently meet formal service duties at a high standard. Work engagement (5.89) and workplace spirituality (5.72) also show favourable conditions, indicating that employees feel energized, dedicated, and experience meaning in their work. Service climate (5.70) is slightly weaker, suggesting that perceptions of a supportive service environment are not as strong as engagement or spirituality. Meanwhile, service-oriented OCB (5.64) shows the lowest mean, highlighting that extra-role behaviours such as initiative and voluntary support occur less frequently.

The square root of AVE for each construct (shown in bold) is higher than its correlations with other constructs: workplace spirituality (0.791), work engagement (0.830), service climate (0.827), SO-OCB (0.806), and service-oriented in-role performance (0.864). These results confirm that discriminant validity is established, as each construct is distinct and well represented by its own indicators. Among the constructs, service-oriented in-role performance shows the strongest indicator validity, suggesting that the measurement of core service duties is particularly robust. In contrast, workplace spirituality records the lowest, though still above the 0.70 threshold, indicating acceptable reliability. Overall, the findings imply that the measurement model is adequate, providing a solid basis for testing the hypothesized structural relationships in the next stage of analysis.

**Table 2.** Convergent Validity with Factor Loading, CR, AVE and Cronbach's Alpha (First Order and Second Order)

Variables	Factor Loading	CR	AVE	$\alpha$
<b>First Order</b>				
Alignment with Organizational Values (AOV)	0.778 – 0.915	0.946	0.743	0.942
Meaningful Work (MW)	0.781 – 0.880	0.918	0.667	0.917
Sense of Community (SC)	<b>0.463*</b> – 0.870	0.896	0.695	0.889
Physical Engagement (PE)	<b>0.475*</b> – 0.905	0.923	0.765	0.923
Emotional Engagement (EE)	0.844 – 0.929	0.947	0.788	0.946
Cognitive Engagement (CE)	<b>0.639*</b> – 0.905	0.935	0.790	0.933
Service Climate (SCL)	0.786 – 0.875	0.872	0.683	0.847
Service-Oriented in-Role Performance (SOP)	0.772 – 0.849	0.871	0.650	0.866
Service-Oriented OCB (SO-OCB)	0.832 – 0.894	0.917	0.747	0.915
<b>Second Order</b>				
Workplace Spirituality (WS)	<b>0.699*</b> – 0.856	0.958	0.626	0.957
Work Engagement (WE)	<b>0.465*</b> – 0.875	0.970	0.689	0.970

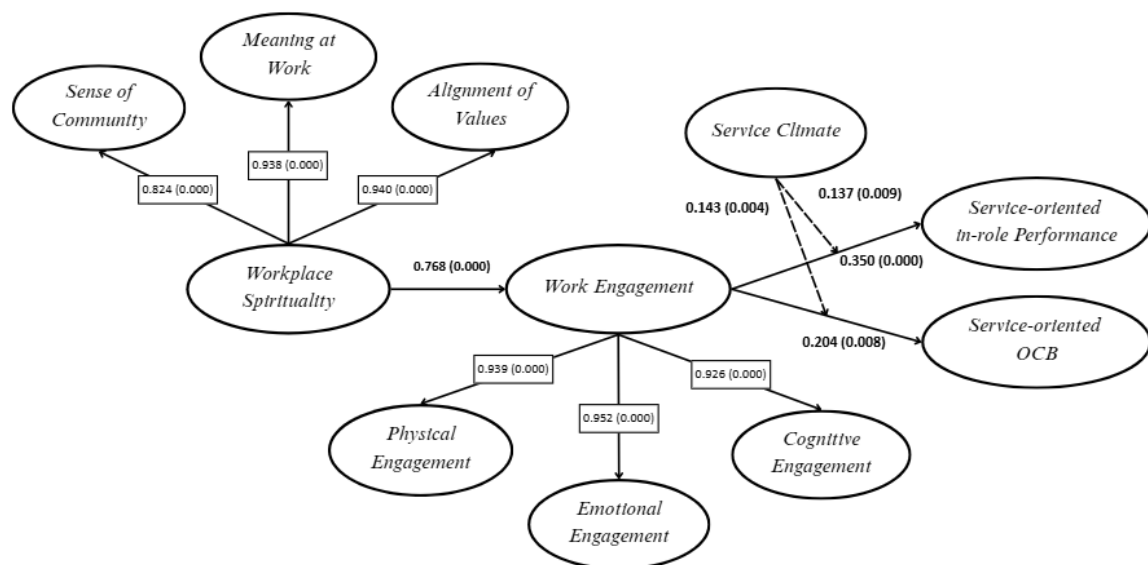
The detailed results of convergent validity can be seen in Table 2. These results confirm that both first order and second-order constructs meet the recommended thresholds. For the first-order constructs (AOV, MW, SC, PE, EE, CE, SCL, SOP, SO-OCB), the factor loadings mostly exceed 0.70, with only a few items

(e.g., AOV6, SC1, SC2, PE6, CE4) falling below the cut-off and subsequently dropped from the model. After the removal of these weaker indicators, all constructs demonstrated composite reliability (CR) values above 0.90 and average variance extracted (AVE) above 0.50, confirming that the retained items consistently represent their underlying constructs. This shows that indicators such as alignment with organizational values, meaningful work, and emotional engagement are strongly measured by their respective items.

For the second-order variable, WS and WE aggregate their dimensions into higher-order latent variables. WS, reflected by meaningful work, sense of community, and alignment with organizational values, achieved CR = 0.958, AVE = 0.626,  $\alpha = 0.957$  indicating good reliability though with slightly lower variance explained compared to WE. In contrast, WE, reflected by physical, emotional, and cognitive engagement, shows very strong measurement quality (CR = 0.970, AVE = 0.689,  $\alpha = 0.970$ ). These results confirm that modelling WS and WE as second-order constructs provides a parsimonious yet valid representation of their multidimensional nature. Overall, the findings demonstrate that both first order and second-order constructs have satisfactory reliability and convergent validity. The slightly weaker loadings in some first-order items highlight areas for refinement, but the overall construct measures are robust and suitable for further structural model analysis.

### Structural Model

The evaluation of the structural model indicates that the proposed framework attains a satisfactory overall fit. The standardized root mean square residual (SRMR) recorded values of 0.073 for the saturated model and 0.083 for the estimated model, both remaining under the recommended cut-off value of 0.10. These results suggest an adequate model fit (Hair et al., 2019) and imply that the differences between the observed and model-implied correlations are relatively minor.



**Figure 1.** Structural Model Results with Standardized Path Coefficients and p-values

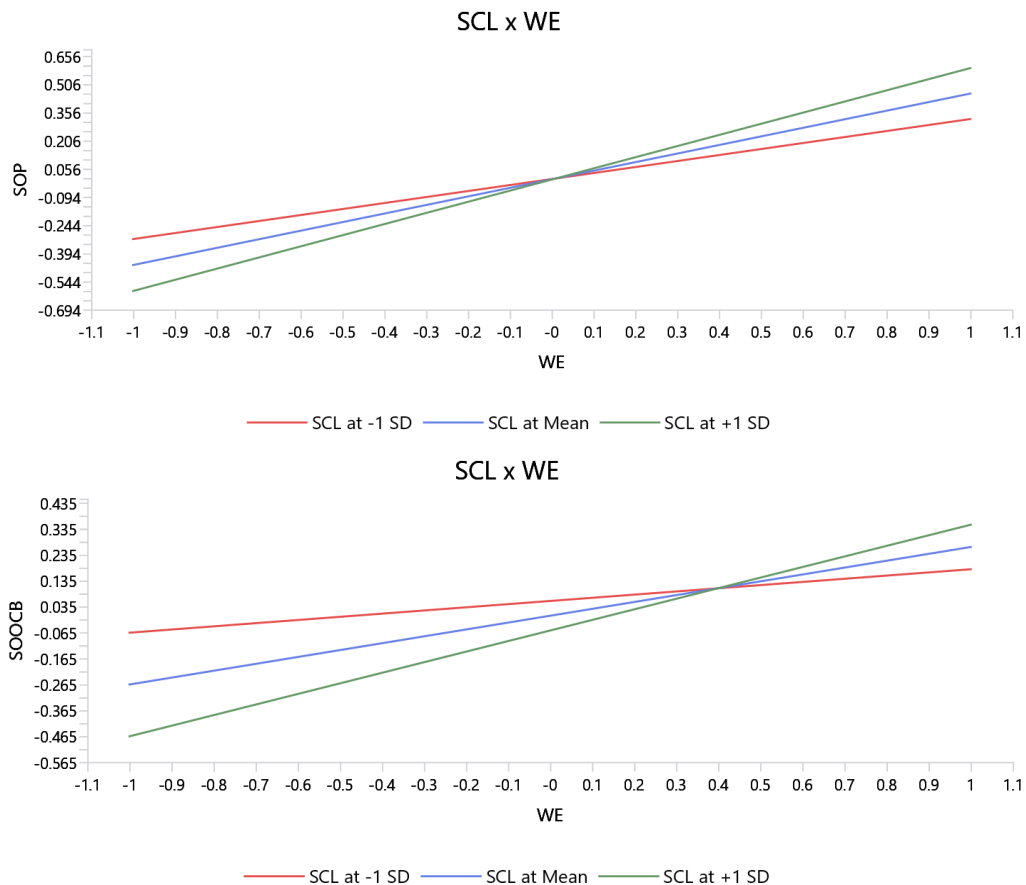
Similarly, the  $d_{ULS}$  values of 17.137 (saturated) and 22.065 (estimated) fall within an acceptable range, further supporting the adequacy of the model. With this foundation, the explanatory power of the model was examined through  $R^2$  values. Workplace spirituality and service climate jointly explained 58.9% of the variance in work engagement (WE), reflecting a strong predictive power. In turn, WE and service climate accounted for 32.2% of the variance in service-oriented organizational citizenship behaviour (SO-OCB) and 29.0% in service-oriented in-role performance (SOP), which represent moderate explanatory levels (Hair et al., 2019). Together, these findings confirm that the model provides both satisfactory fit and meaningful predictive capability in explaining service-oriented outcomes.

Figure 1 presents the structural model results, highlighting the standardized coefficients ( $\beta$ ) and their  $p$ -values as indicators of the strength and significance of each relationship. The hypothesis testing results indicate that workplace spirituality (WS) has a strong and significant effect on work engagement (WE) ( $\beta = 0.768$ ,  $t = 25.200$ ,  $p = 0.000$ ). This finding suggests that employees who experience meaningful work, a sense of community, and value alignment are more likely to feel engaged in their roles, confirming the crucial role of WS as a psychological resource that fosters energy, dedication, and absorption at work. Furthermore, the indirect effects highlight that WE mediate the relationship between WS and service-oriented outcomes. Specifically, WS significantly influences service-oriented in-role performance (SOP) through WE ( $\beta = 0.350$ ,  $t = 3.810$ ,  $p = 0.000$ ), indicating that engaged employees are better able to fulfil formal service expectations. Similarly, the mediating role of WE are also evident in the relationship between WS and service-oriented organizational citizenship behaviour (SOOCB) ( $\beta = 0.204$ ,  $t = 2.395$ ,  $p = 0.008$ ). This implies that employees who are engaged not only meet formal requirements but also display discretionary service behaviours, such as helping colleagues or going beyond what is formally expected in service delivery.

**Table 3.** Path Coefficients and Hypothesis Testing Results

Hypothesis	Path	$\beta$	t-value	p-value	Result
H1	WS -> WE	0.768	25.200	0.000	Supported
H2a	WS -> WE -> SOP	0.350	3.810	0.000	Supported
H2b	WS -> WE -> SOOCB	0.204	2.395	0.008	Supported
H3a	SCL x WE -> SOP	0.137	2.358	0.009	Supported
H3b	SCL x WE -> SOOCB	0.143	2.682	0.004	Supported

To comprehensively assess the moderation effect, three steps were followed examining significance, evaluating effect size ( $f^2$ ), and interpreting the simple slope plots (Cohen, 1988; Kenny, 2018; Hair et al., 2019). As shown in Table 3, the interaction terms between service climate and work engagement were statistically significant for both outcomes (SCL  $\times$  WE  $\rightarrow$  SOP,  $\beta = 0.137$ ,  $t = 2.358$ ,  $p = 0.009$ ; SCL  $\times$  WE  $\rightarrow$  SOOCB,  $\beta = 0.143$ ,  $t = 2.682$ ,  $p = 0.004$ ). Although the  $f^2$  values were relatively small, Kenny (2018) emphasizes that small effect sizes are common in moderation analysis and can still be theoretically meaningful. The results showed that both moderating paths were significant, with small-to-moderate effect sizes ( $f^2 = 0.092$  for SCL  $\times$  WE  $\rightarrow$  SOOCB and  $f^2 = 0.081$  for SCL  $\times$  WE  $\rightarrow$  SOP), suggesting that service climate contributes meaningfully to strengthening these relationships.



**Figure 2.** Simple Slope Plots of the Moderating Influence of Service Climate

The moderation results are further visualized in Figure 2, which presents the simple slope plots of the interaction between service climate and work engagement. The simple slope plots illustrate that when service climate is high (+1 SD), the positive influence of work engagement on both SOOCB and SOP becomes stronger, whereas under low service climate (-1 SD), the relationship is weaker. These results demonstrate that a supportive service climate amplifies the positive association between work engagement and service-oriented outcomes, particularly in-role performance and OCB.

### Discussion

The findings of this study deepen theoretical understanding by illustrating how workplace spirituality operates as a powerful personal resource within the Conservation of Resources (COR) framework, particularly in the Indonesian public sector. COR Theory argues that individuals draw on psychological resources such as meaning, belonging, and value alignment to sustain engagement and performance (Hobfoll, 2002). In Indonesia's bureaucratic context, where employees often derive meaning, identity, and a sense of community from serving the public, the components of workplace spirituality become particularly influential in shaping engagement. This may explain why the effect of workplace spirituality on work engagement is stronger than what has been reported in private or hospitality industries (Gatling et al., 2016; Sharma & Kumra, 2020). Consistent with

previous research showing that meaning and communal values foster engagement (Iqbal et al., 2020; Bantha et al., 2024), the present study provides evidence that Indonesian civil servants who feel their work is spiritually meaningful and aligned with moral or societal values exhibit notably higher engagement. This highlights the unique motivational dynamics in Indonesian bureaucracy, where moral duty and collective identity amplify the behavioural effects of spiritual resources

The moderating influence of service climate also provides important theoretical and contextual insights. Recent studies grounded in Social Information Processing (SIP) Theory emphasize that organizational cues guide employees' interpretations of which behaviours are expected and valued within their work environment (Li et al., 2023; Steinke et al., 2023). While earlier studies have emphasized this mechanism in customer-facing private organizations (Kim et al., 2017; Jin et al., 2025), the present findings confirm its relevance in Indonesia's rule-bound, hierarchical public sector. In many government agencies, rigid procedures, limited discretion, and multilayered approvals often constrain proactive service behaviours. Yet, when a positive service climate is perceived reflected in managerial support, teamwork, transparency, and responsiveness it becomes a powerful signal that service excellence is a priority, even within structural constraints. This climate strengthens the translation of work engagement into both in-role and extra-role service behaviour, echoing findings by Alqhaiwi and Luu (2023). Importantly, the results suggest that a strong service climate can partially compensate for bureaucratic rigidity by encouraging civil servants to go beyond routine administrative compliance and demonstrate helping, initiative, and empathy toward citizens.

Finally, the study advances the literature by integrating workplace spirituality, work engagement, and service climate into a single framework explaining both in-role and extra-role service-oriented performance. While previous research has often examined these constructs in isolation or within private sector samples, few studies have explored their combined effects in the public sector of an emerging economy (Alqhaiwi & Luu, 2023). By testing this comprehensive model, the present study not only validates the applicability of COR and SIP theories in government settings but also bridges the gap between cultural value internalization and tangible service outcomes. This integrative approach highlights that improving public service delivery requires attention to both psychological resources at the individual level and contextual signals at the organizational level, offering a fresh perspective on how to translate the BerAKHLAK values into measurable improvements in citizen-oriented services.

## **CONCLUSION**

This study aimed to examine how workplace spirituality enhances service-oriented performance in the Indonesian public sector through the mechanism of work engagement and the moderating role of service climate. The findings show that workplace spirituality through meaningful work, value alignment, and a sense of community significantly strengthens work engagement, which in turn drives both in-role and extra-role service behaviours, and that a supportive service climate

further amplifies these effects. Theoretically, these results reinforce the relevance of Conservation of Resources (COR) Theory and Social Information Processing (SIP) Theory in explaining how psychological resources and organizational cues jointly shape employee performance in bureaucratic settings. Practically, the study suggests that public institutions should cultivate meaningful work experiences, foster collegial relationships, and strengthen service climate through supportive leadership, recognition, and clear service expectations to translate internalized values such as *BerAKHLAK* into improved public service delivery. Future research may expand this model by incorporating additional antecedents such as leadership styles, exploring broader mediation pathways, and using comparative or mixed-method approaches to deepen understanding of service-oriented performance across public-sector contexts.

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