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ENHANCING JOB PERFORMANCE AND INNOVATIVE WORK BEHAVIOR THROUGH PUBLIC SERVICE MOTIVATION - A CASE STUDY OF EMPLOYEES WORKING IN FEDERAL GOVERNMENT OF PAKISTAN

ABSTRACT

The purpose of this research is to understand the factors responsible to enhance the job performance of the federal employees of Pakistan given the institutional context and how Societal Impact Potential moderates the PSM-Performance link, and to investigate the role of Innovative Work Behavior (IWB) directly or through mediation in such a work setting. This is a cross-sectional case study in which a hypothetical-deductive approach has been applied. Moreover, data were analyzed using Statistical Package for Social Sciences (SPSS) version 25 and SEM PLS 3.0. The results indicate that Public Service Motivation and Job performance are positively and significantly related. IWB mediates the relationship between PSM and Job Performance. Moreover, that Societal Impact Potential acts as a potential moderator between the PSM- Performance link in the light of PSM theory. All the links were supported by theoretical backing and literature. This study is a first of its kind in which an emerging concept like PSM has been linked to Job Performance in a developing country like Pakistan. This study may contribute to the literature of new public management, organizational behavior, organizational development, public administration in general, and developing country context in particular and help policy makers and planners in the governmental sector.

Keywords:

Public Service Motivation (PSM), Job Performance, Innovative Behavior (IWB), Societal Impact Potential, PSM Theory

I- BACKGROUND OF THE STUDY

Job performance is a crucial concept in organizational/industrial psychology. Individual performance is significant for both individuals and businesses. When a task is completed with sentiments of satisfaction, dexterity, and self-efficacy, performance is likely to be high (Scheepers & Storm, 2019). According to some academics, the idea of performance is multi-dimensional. There is a difference between the result and the behavioral element of performance at the micro-level (Crawford & Knox, 2020; Schwepker, 2016). The behavioral component refers to what employees do at work (Chutivongse & Gerdri, 2020; Malik, 2018). Teaching statistics to students, conversing with customers, constructing the product, and programming computer software are examples of particular performance behaviors. Only those acts that can be measured are included in such a definition of performance (Mehrajunnisa et al., 2019). More significantly, the goal-oriented idea of performance characterizes an employee's conduct, the behavior that a company expects from an employee at the time of employment (Flanding et al., 2018; Moore et al., 2020). The concept of performance, in this case, refers to the outcome of one's actions. Students may get knowledge about statistics, sales data, the quantity of assembled items, and a software item due to the acts mentioned earlier. When these facts are viewed through empiricism, both the outcome and the behavioral element become intertwined. Because there are various drivers of both behavioral and outcome aspects, there is never a total overlap. There are a few different interpretations of the phrase 'job performance' (Khan et al., 2020). A typical definition of work performance is quantifiable repercussions, behaviors, and actions that a person performs or causes that are contributed to and related to the organization's objectives (Aboramadan et al., 2021).

Furthermore, numerous research has been conducted on the relationship between job outcomes and the PSM (Khattak & O'Connor, 2020; Siddiquei et al., 2021), which is dependent on the direct assessment of person-environment fit (Birasnav et al., 2011). On the other hand, it is uncertain or unknown how specific aspects of the environment affect the link between performance and PSM. Therefore, it is crucial to know whether employees believe their occupations have a more significant potential for societal influence.

The current study seeks to address a gap in the corpus of information by stimulating the job's societal impact potential. In contrast to perceived fit, the current study focused on the subjective (PSM). The subjective (PSM) is the

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result of societal impact potential interacting with the PSM. It is worth noting that if the SIP moderates the link between PSM and performance, this will likely contribute to the body of knowledge in public administration since it demonstrates how the relationship between performance and the PSM may be context-driven. According to the current study, when there is a high SIP, the link between performance and the PSM is significant.

As a result, the study aims to fill a vacuum in the literature by investigating the relationship between PSM and many work-related attitudes and behaviors (e.g., job performance, job design, and social impact potential) essential to agency performance human capital efforts.

II- PROBLEM STATEMENT & GAP ANALYSIS

There has been a great deal of research into the concept of public service motivation from an international perspective (Aboramadan, 2020), but there have been very few studies that have looked at it in the context of Pakistan's public sector. People distrust governmental apparatuses. Therefore, there are adequate gaps between the state and the people. People do not trust the government or the state in general (Gupta & Zhang, 2019; Imam et al., 2020), and the situation is deteriorating. In comparison to private-sector employees, it appears that public sector employees are more driven. In terms of public administration study, a state's worsening situation, such as Pakistan's, is critical. This research will also look into the factors contributing to the country's economic downturn in this area. It is also critical to investigate the involvement of public officials.

This study also responds to (Pandey et al, 2017), whose recommendations are more targeted to what they believe offer the most productive avenues for theoretical and practical breakthroughs and improve leaders' understanding of the organizational and social context of PSM: their recommendations are more targeted to what they believe offer the most productive avenues for theoretical and practical breakthroughs and improve leaders' understanding of the organizational and social context of PSM.

Nina Van Loon (2018) proposed that their PSM and performance connection findings be replicated using Societal Impact Potential (SIP) in various situations, types of companies, and degrees of SIP. Caillier (2015) has stated emphatically that future studies should examine how psychological incentives such as Mission Valence and societal effects interact. Furthermore, PSM can affect employee attitudes by boosting the societal effect of work and the valence of the mission. It would be beneficial to include this component in a model that looks at PSM, mission valence, and work attitudes. In addition, future studies might take into account the working environment and model each of the PSM aspects independently.

This paper intends to contribute to the literature in two ways, based on the identified research gaps. First, by evaluating the link between PSM and Innovation using a sample of federal workers of Pakistan, this study aims to verify the external validity of prior research; second, by employing contextual elements such as societal impact potential as a moderator on job performance and PSM relationship.

III- RESEARCH QUESTIONS

Based on the problem statement and gap of the study discussed, the research questions of the study are:

1. Does Public Service Motivation influence Innovative Work Behavior (IWB)?
2. Does Public Service Motivation influence Job Performance?
3. Does IWB mediate the relationship between PSM and Job Performance?
4. Does Societal Impact Potential (SIP) moderate the relationship between PSM and Job Performance?

IV- RESEARCH OBJECTIVES

Based on the problem discussion, the objectives of this study are:

1. To explore the impact of Public Service Motivation on IWB.
2. To Explore the impact of Public Service Motivation on Job Performance.
3. To Examine if IWB mediates the relationship between PSM and Job Performance.
4. To Examine if Societal Impact Potential moderates the relationship between PSM and Job Performance.

V- LITERATURE REVIEW

Public Service Motivation & Innovative Behavior (IWB)

Caillier (2014) discovered that Public Service Motivating (PSM) and employee evaluations had a good and direct link. According to the study, mission valence increased the positive relationship between performance and transformational leadership. However, the PSM has had less of an impact on the connection between performance and transformative leadership. PSM, on the other hand, did not affect the link between transformative leadership and performance.

Previous research has found a link between the IWB of public sector personnel and desired results; nevertheless, what motivates IWB among public sector employees remains unresolved. According to (Chen et al., 2017), entrepreneurial leadership positively impacts subordinates' IWB regarding two types of psychological empowerment: impact and meaning. Furthermore, the PSM impacts subordinates' IWB through boosting competence and meaning aspects. It emphasized the critical necessity for training that allows leaders to act as role

models, improving their ability to hire people with higher PSM levels.

According to Fernandez and Moldogaziev (2013), employee empowerment makes them more inclined to improve their creative talents. However, the consequences of empowerment vary in one way or another since specific empowerment methods inhibit employee creativity. According to Tuan (2019), the flexibility of human resources emphasized the interaction impacts with PSM to anticipate knowledge sharing among public sector personnel.

Chang and Liu (2008) concluded that the IWB and employee empowerment had a negligible impact on work productivity in the public sector. On the other hand, organizational behavior norms, task interdependence, organizational identity, procedural fairness, and the PSM are essential qualities of organizational behavior of public sector personnel (Mallén et al., 2015).

Sunaryo and Suyono (2013) found that the PSM has a substantial and favorable influence on job satisfaction, implying that certain employees go beyond formal organizational conduct and embrace a pro-social attitude because they are more likely to be more motivated to serve the public.

The relationship between job performance and PSM has been the subject of much debate in recent decades, although little is known about its mechanism. Miao et al (2019) used data from Chinese supervisors and government workers to claim that the PSM had enhanced organizational identification levels. Furthermore, owing to government employees' perceptions about the organization's fate, the PSM is likely to improve job performance. Servants have their perceptions about the company in which they work.

According to Niu (2014), work satisfaction has a favorable influence on IWB. Furthermore, the author says that work satisfaction has a favorable impact on the IWB and personality characteristics. According to (Sattayaraksa & Boon-itt, 2018), factors like work participation, job satisfaction, and the PSM positively impact organizational performance. According to the conclusions of the study, this association has statistical significance. With a greater degree of PSM, the study found that organizational performance is likely to be high.

Jung et al., (2018) have backed up the claim that the PSM is likely to boost workers' creative levels. The PSM, along with its sub-factors like civic responsibility, sacrifice, and public interest, is connected to creativity. The PSM's sub-factors may help workers increase their risk-taking behavior to deal with public concerns and difficulties. It is nation differences, not gender, that substantially impact the connection between creativity and PSM. The study indicates that more research into the link between two provided factors in educational systems and cultural variations throughout the world is urgently needed.

Public Service Motivation & Job Performance

According to (Bacha, 2014), the perception of transformative leadership and organizational performance strengthens the link between commitment and the PSM. On the other hand, organizational innovation circumstances are likely to have direct consequences on organizational commitments that may extend beyond the level of PSM of workers. According to (Crowne et al., 2017), the PSM and organizational trust together have a substantial impact on work performance. According to the research, the PSM is a mediating variable in the link between an organization's performance and trust.

The PSM has a substantial and beneficial effect on organizational citizenship behavior, according to (Camps & Rodríguez, 2011); nevertheless, the study concluded that this link is only partially meaningful. The PSM has a considerable and beneficial impact on job performance and happiness, according to the research. The PSM's direct impact on performance is mediated by organizational citizenship behavior. Job satisfaction functions as a mediating factor in performance, and there is a direct link between PSM and performance.

Alonso and Lewis (2001) investigated the relationship between work performance and the PSM in the context of federal service. The data is divided on whether the PSM has a good impact on performance evaluations and grades. According to the findings, employees who have strong expectations of receiving monetary incentives are more likely to receive better performance evaluations and grades. The study went on to say that the link between performance and material rewards was equally important for employees with a high or low PSM level.

Bellé (2013) contributed to the literature by experimenting on the relationship between work performance and the PSM. A field experiment involving public hospital nurses in Italy was conducted to investigate the relationship between PSM and work performance, using two conditions: treatments with self-motivation and experience interacting with receivers. Both of the circumstances mentioned above were shown to positively impact participants' productivity, output, alertness, and perseverance. The baseline PSM accentuated these effects even further. As mentioned above, both situations raised the PSM, which performed a partly mediating function when both of the variables mentioned above impacted the PSM.

It is a well-known fact that public service motivation and its relationship to organizational success are hot topics among academics. However, most studies have looked at this relationship from an individual's perspective, and little is known about organizational performance. Petrovsky and Ritz (2010) attempted to fill a vacuum in the current body of information by investigating the PSM's relationship with individual and organizational performance. In

order to offer an analysis of Swiss public sector organizations, the study collected survey data from 28 organizations. The PSM and perceived performance have a favorable relationship, but only at the individual level. The relationship between the PSM and organizational performance, on the other hand, was similarly good. Only one component of the PSM, however, is favorably related to procedural efficiency. Furthermore, there is no relationship between performance improvement and any other element of the PSM.

According to Leisink & Steijn (2009), workers with greater levels of the PSM are more likely to be devoted to the business, eager to put in long hours, and view themselves as employees with higher levels of the PSM. Therefore, it is expected to improve the quality of public service delivery. However, recruiting a higher degree of PSM is not enough, according to the study, for increased performance.

Taylor (2008) discovered a link between the PSM and organizational commitment and job satisfaction in the context of organizational variables such as internal and external incentives, work relationships with management, and colleague relationships. A total of 2200 personnel from the commercial and governmental sectors were surveyed. Job satisfaction and organizational commitment to the PSM were shown to have a solid and direct relationship in the research. On the other hand, no significant effects on the relationship between the variables have been observed.

According to Mustapa and Mahmood (2013), the PSM has a substantial impact on the work performance of public sector companies. The PSM can predict job performance as per the statement that higher the level of PSM is likely to have higher the level of performance. The study concludes that the PSM affects the job performance; this is not a myth anymore.

VI- THEORETICAL FOUNDATION

Public Service Motivation (PSM) Theory

PSM theory suggests, a positive association between PSM and outcomes can be expected if and only if—the work context provides opportunities to contribute to society or aims to fulfill a public mission (Bright, 2008; Kjeldsen & Andersen, 2012; Leisink & Steijn, 2009).

Behaving in a specific manner for a cause where excitement or a desire is suggested is defined as motivation. The relevant conduct is directed, sustained, and energized by such positive features. According to (Ali et al., 2021), the public sector offers significant motivating elements such as career and growth, pension system, and tenure security, which may convince individuals. These are significant considerations when it comes to public service motives. In addition, according to Vandenabeele (2008), individuals are driven by a desire for a better quality of life, and they believe that the public sector provides them with more flexibility in terms of balancing family and job or other responsibilities.

However, these external factors that may encourage people to work in the public sector are outside the scope of the phrase "public service motivation." Instead, the core idea of the PSM hypothesis is that individuals choose to work in the public sector because they want to do good for others, including society as a whole (Grošelj et al., 2020).

Although the term PSM is often thought of as a motivator to work in the public sector, it does not encompass all elements that drive people to work in the public sector. This is likely to extend beyond the public sector since it is a motivator in other socioeconomic areas, including good public pursuit (Zhu & Bao, 2017). Vandenabeele (2008) discovered that the PSM might be impacted by the environment in which the job is conducted, which is a novel finding in the literature. He went on to say that motivation is based on the relationship between inherited values and the ability to act within those values.

According to Steijn (2008), PSM fit employees are less likely to leave their jobs and are happier with their jobs than workers who are not PSM fit. It is also clear that public-sector employees have greater PSM levels than private-sector employees. Finally, it is worth noting that private-sector workers with a higher PSM are more likely to acquire public-sector positions.

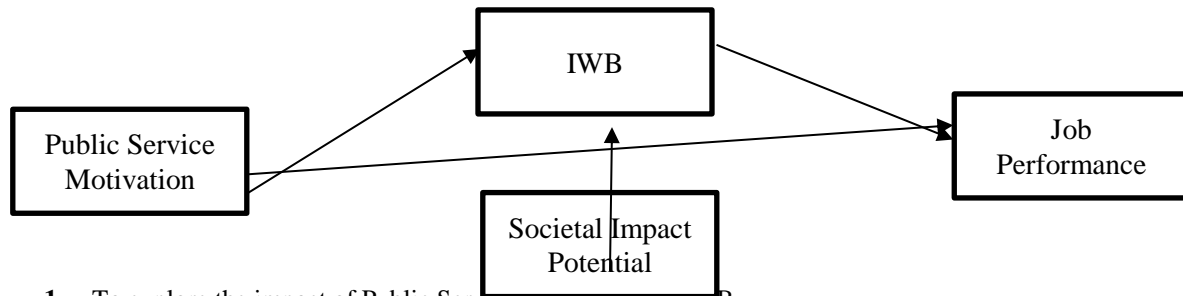
Person Environment Fit Theory

P-E fit theory (Edwards & Shipp, 2007; Kristof-Brown et al., 2005) argues that the institutional context interacts with individual characteristics in determining performance.

The central premise of the person-environment fit hypothesis is that stress is caused by a mismatch between the environment and the individual. Between a person and their environment, there is a reciprocal causality. Understanding the idea requires subjective and objective representations of the world and people (Lee et al., 2013).

Huang et al. (2019) investigated the impacts of person-job fit on creativity, finding that career commitment and work participation play a moderating and mediating role in this connection. Person-job fit influences IWB through boosting job participation, according to the findings. Furthermore, the devotion to a profession deepens this bond. Identity theory and person-environment theory both support these findings. With the aid of career commitment and job participation, the results revealed that the person-job fit impacted IWB.

VII- CONCEPTUAL FRAMEWORK & DEVELOPMENT OF HYPOTHESIS



1. To explore the impact of Public Service Motivation on IWB.
2. To Explore the impact of Public Service Motivation on Job Performance.
3. To Examine if IWB mediates the relationship between PSM and Job Performance.
4. To Examine if Societal Impact Potential moderates the relationship between PSM and Job Performance.

VIII- RESEARCH PARADIGM

As per the research objectives of this study, positivism is the appropriate paradigm to be used. Positivism is applied when the research topic is frequently explored, measuring trends and measuring unambiguous measurement concepts (Alazzani et al., 2019). The paradigm of positivism indicates that actual events could be empirically observed through logical and scientific analysis. The validity criteria lie in positivism's statement that research hypotheses or claims are consistent with the information obtained through human senses.

IX- RESEARCH DESIGN

A research design is a plan for the collection, measurement, and analysis of data, created to answer your research questions.

Though non-experimental research does not provide compelling evidence regarding the causal relationship, it is crucial to demonstrate the existence of an association. In addition, this is a correlational study as well, which helps to decide whether there is a relationship between independent and dependent variables.

Research Strategies

It is to be noted that the present research is based on the federal employees' views about selected variables. For this reason, the present research is a case study on federal employees. Therefore, the federal employees are considered as a single case in order to analyze the data.

Extent of Researcher Interference

Though there remained some disruption to the normal flow of work in the system as the researcher interviewed employees and administered questionnaires in the workplace, the researcher's interference in the routine functioning of the system remained minimal as compared to that caused during experimental designs.

Data Collection Method

Questionnaires are employed in the survey research to collect responses from the sample (Chang et al., 2018). The collected data enable the researcher to highlight trends in the data and relationship between variables, which, in turn, provided foundations of theories or explanations and entertained the objectives of the study (Stashevsky & Koslowsky, 2006).

Time Horizon

The nature of the survey was a cross-sectional one in collecting data which allows the collection at one point in time. Therefore, data collection had been one shot.

Study Setting

Research in public sector can be done in the natural environment where events proceed normally (i.e., in noncontrived settings) or in artificial, contrived settings. Exploratory and descriptive (correlational) studies are invariably conducted in noncontrived settings. This study being correlational in nature has also been conducted in a non contrived settings.

Unit of Analysis (Population to be Studied)

The unit of analysis is the level of aggregation of the data collected during the subsequent data analysis stage. If, for example, the research focus is on how to enhance the motivation of employees, as in this study, then we are interested in individual employees of the organization and have to find out what we can do to increase their motivation. Therefore, the unit of analysis in this study is individual employee.

Population & Sampling

The federal-level employees were selected as the present study population; the very employees represent diverse geographical, cultural, and ethnicities. Therefore, the ten largest Federal Divisions in terms of human resources are

considered for data collection. Moreover, they are permanent and elitist, selected through the quota system. For this reason, these employees are the real representatives of the entire country. Most importantly, employees in the said ten Divisions are a sizeable population for research.

Total federal employees are 565082 and actual filled posts BPS 17-22 are 26481. The total manpower in ten largest Divisions is 20182. According to Krejci and Morgan, a sample size of 380 would be appropriate. Thus, the sample size of the present research is n=380 which is appropriate for the present research using a stratified sampling technique. Stratified sampling is a probability sampling method that is implemented in sample surveys. The target population's elements are divided into distinct groups or strata where within each stratum, the elements are similar to each other concerning unique characteristics of importance to the survey. Stratification is also used to increase the efficiency of a sample design concerning survey costs and estimator precision. In this study, the population stratas are made based on 10 largest divisions of federal employees as depicted in the table below:

Table 1: Strata Sample Size based on 10 Largest Divisions

DIVISION	BS 17-22	STRATA SAMPLE SIZE
Interior	2839	53
Defense	5280	98
Railways	515	10
Postal Services	301	6
Revenue	2117	40
Finance	3690	69
Federal Education & Professional Training	3927	11
Aviation	572	74
Communication	211	16
Planning Development and Reform	830	4
TOTAL	20182	380

Research Instrument

The most important and directly linked tool with the survey research is questionnaires (Babbie, 2004). The questionnaire was constructed in English language considering our respondents were well able to understand. This research has opted questionnaire as a tool of data collection and in order to respond the research objectives. In order to measure the variables, structured questionnaire was developed in the present research.

This instrument, the questionnaire, is divided into two sections. The first section of instrument seeks respondents' demographics. The questionnaire consist statements related to respondents' age, gender, education level, and position or grade of the employee in the respective Federal department. The second part of research instrument measures the variables including independent and dependent variable.

Job performance was measured with ten items Wright et al. (1995), PSM with four items Kim, (2013), societal impact potential with three items Leisink and Steijn (2009), task performance with two items Williams and Anderson (1991) and encouraging innovative behavior with four items Managerial Practices Survey (MPS), Kim & Yukl, 1995 making a total of 23 items. Respondents are required to determine the level given on Likert scale 1= 'strongly disagree' and 5 = 'strongly agree' for state their opinion.

Structured questionnaire was used in the present research because of its multiple advantages. The timing efficiency is the most important advantage. The questions in the instrument are standardized with transparent and common meanings. Lastly, it represents ideal for the description of statistics and ideal for the purpose of asking fact-related issues (Bechhofer & Paterson, 2000). The instrument contains the alternative responses to every question and respondents only have to select the possible response.

Comprehensive review of survey method has unearthed that there is not any best method because every method has its weaknesses and strengths, this lead researcher to select the possible appropriate method through evaluation of number of strengths and weaknesses of every method (Cooper & Schindler, 2003). Therefore, self-administered questionnaire was used in the present research.

The format of response was Likert scale that was employed in the present research. The scale could be defined as measuring tools are items' collection collective in compound score and intend to unearth scales of theory based variable not observable through direct sources. This scale is the most utilized kings of scale used in combined prior study. This scale has been extensively used to measure beliefs, attitudes, and options with even odd numbers assigned to respond with every statement. Concerning agreements, almost equal intervals should be assigned by the words of response options (DeVellis, 2003). However, appropriate parametric statistics include analysis of

correlation, multiple regression, and variance to explore the relation between independent and dependent variables. A continuous Likert scale was used in this study in order to measure the items on the instrument. For response format, the researcher has selected five points Likert scale in the present study.

X- STATISTICAL ANALYSIS

Even though the aim of descriptive analysis is merely to present the distribution of the variables used in the model and does not need to be used to test the hypotheses, this type of analysis is vital in order to analyze the data obtained from the respondents. The normality test was also conducted which means that the data is symmetrical and has a bell shaped curve (Pallant, 2004). In addition, the linearity assumes that in order to use regression analysis the relationship between independent and dependent variables should be linear. Exploratory factor analysis was also employed to identify which items load onto each factor and explain the variation and covariation between measures (Green & Salkind, 2005).

In order to test the hypotheses, the Statistical Package for Social Science (SPSS) version 20 and Partial Least Square 3.0 were used. The software package generated the descriptive statistics, Pearson's correlation, and multiple regression results in tabular graphical format. In addition, the PLS 3.0 was used in order to perform moderation and mediation analysis of the data.

XI- RESULTS

Table 2. Outer Loadings, Cronbach’s Alpha, Composite Reliability, and AVE of all latent constructs

Items	Factor Loadings	CR	AVE
IWB1	0.926	0.945	0.812
IWB2	0.935		
IWB3	0.924		
IWB4	0.815		
JP1	0.764		
JP2	0.702		
JP3	0.692	0.929	0.594
JP4	0.742		
JP5	0.684		
JP6	0.831		
JP7	0.815		
JP8	0.829		
JP9	0.850		
PSM1	0.826	0.954	0.747
PSM2	0.865		
PSM3	0.886		
PSM4	0.899		
PSM5	0.863		
PSM6	0.872		
PSM7	0.838		
SIP1	0.840		
SIP2	0.892	0.887	0.724
SIP3	0.821		

The Table 2 represented the factor loadings, composite reliability and AVE for all latent constructs. Factor Loading’s all values ranged between 0.692 to 0.935 which is above the recommended minimum threshold of .60. Furthermore, the value of composite reliability also ranged between 0.887 to 0.954. This also illustrates that values are higher than the recommended value of 0.7 that also show strong internal consistency among all latent constructs. Finally, the value of AVE ranged from .594 to .812 which is above to the recommended minimum threshold of .50

confirming that the constructs had strong convergence validity.

Discriminant Validity (Fornell-Larcker Criterion)

Discriminant validity is defined as a degree to which a specific latent construct distinguishes itself from other constructs. To achieve discriminant validity. It is necessary for latent constructs to share more significant variance with its assigned indicators than other latent constructs in the structural model. The most commonly used approach for evaluating a construct's discriminant validity is the Fornell-Larcker criterion. To achieve discriminant validity the AVE of latent constructs must be greater than the construct's highest correlation with other latent constructs.

Table 3: Fornell-Larcker Criterion

	IWB	JP	PSM	SIP
IWB	0.901			
JP	0.832	0.770		
PSM	0.845	0.634	0.864	
SIP	0.789	0.622	0.827	0.851

Above table shows that the square root of every constructs AVE (average variance extracted) is higher than its highest correlation with all other construct's. which ensures the discriminant validity of constructs and the square roots of AVE (average variance extracted) coefficient's is written in the correlation matrix along with the diagonal from.

Mediation Analysis

Table 4: Proposed Hypothesis

Direct Paths	β	SD	T Statistics	P Values	Decision
PSM -> IWB	0.553	0.047	11.744	0.000	Accepted
PSM -> JP	0.335	0.056	5.990	0.000	Accepted
IWB -> JP	0.309	0.060	5.124	0.000	Accepted
Mediation Analysis					
PSM -> IWB -> JP	0.171	0.031	5.587	0.000	Accepted
Moderation Analysis					
PSM*SIP -> JP	-0.179	0.032	5.612	0.000	Accepted

The current research also carrying the mediation analysis. The IWB added as a mediator in the conceptual framework and examined as a mediator between PSM and JP. A mediator variable was described by Baron and Kenny (1986) as a generative mechanism where the focal independent variable affects the dependent variable under study. In addition, mediation arises when a significant relationship exists between predictor and criterion variables. Therefore, a mediating variable is considered to be so if it produces an indirect effect via which the focal independent variable affects the criterion variable under investigation (Baron & Kenny, 1986). Many approaches have been utilized to assess mediation in different researches in the past two decades where a mediation analysis identifies the fundamental processes underlying human behavior and are essential across behaviors and situations (MacKinnon & Fairchild (2010). After an actual mediator is identified more accurate interventions can be developed by focusing on the variables in the mediation process (Hair et al.. 2014). Added to this mediation analysis has become a key area for both substantive and methodological researches. The potential mediation analysis developments help acquire answers about the reasons that build the relationship between variables (Hair et al.. 2014; MacKinnon & Fairchild. 2010). Table 4 shows the significant mediating effect of a IWB on the relationship between PSM and JP (b= 0.171. t= 5.587. P<0.05).

Moderation Analysis of Culture & Structure

Moderation plays a crucial role in determining the relationship between exogenous/latent variables because it changes the strength or even direction of a relationship between two exogenous constructs in the model (Hair et al.. 2017). Therefore, hypotheses was formulated to examine the moderating effect of SIP on the relationship between PSM and JP.

The 'Two Stage Approach' was employed to determine the moderating effect of SIP on the relationship between PSM and JP due to two reasons. Firstly. the moderator of the current study is reflective thereby, two stage approach was more suitable (Hair et al.. 2017). Secondly. the primary aim of the model is to maximise the prediction of the latent variables thereby. two stage approach may provide high prediction accuracy (Hair et al.. 2017). Table 4 shows the significant moderating effect of a SIP on the relationship between PSM and JP (b= -0.179. t= 5.612. P<0.05).

Therefore, is supported, thus accepted.

XII- DISCUSSION

According to research on the PSM theory, investing in public service motivation and IWB includes giving value to employees to create long-term employment connections with them, therefore improving their job performance. As a result, when employees are pleased with their employment and, in turn, are more dedicated to the organization, the link between employee and organization is reinforced, resulting in more dedication and a lower likelihood of resigning. This notion is supported by Buck and Watson (2002), who claim that a person-fit workplace leads to improved outcomes at both the individual and organizational levels.

Perry (2000) claimed that a formal theory of PSM is necessary to determine who is most suited for employment in the public sector and understand how to keep people motivated as part of ongoing attempts to develop PSM theory. A well-developed PSM theory, according to Perry (2000), will "transform the view of public employees from lazy bureaucrats to motivated individuals who persevere in harsh or low-reward situations" (p. 486). As a result, the PSM found in Research Questions 1 and 2 of the present study were conclusive, and the information found in Research Question 3 along with the IWB found in the study indicated that the setting of their professions inspires public employees.

On the one hand, the independent samples t-test shows that Pakistani public workers put forth effort in their jobs because they regard them as personally essential and consistent with their own beliefs. On the other hand, as a result, this study discovers that public officials are mostly recognized as motivated, which PSM classifies as an independent form of motivation.

In essence, using this theory, the study looked at the indirect links between PSM and IWB, determining which qualities are most important among influencing job performance in Pakistani federal employees. As a result, the findings of this study indicated that while being publicly motivated and task efficient is vital for improving job performance, contextual factors such as societal impact potential and encouraging IWB are critical in the case of federal sector employees, who make up a large portion of Pakistan's public sector.

Furthermore, studies on the person-environment fit hypothesis revealed the importance of institutional context in the PSM-performance link. The results revealed that individuals who are motivated to make a positive contribution to society and work in a profession with a high societal effect potential in the public sector performed the best. The relationship between SIP and PSM was only significant in the public sector. Therefore the employment sector mattered. The person-environment fit hypothesis illustrates the various ways in which institutional context interacts with individual attitudes and, as a result, leads to specific behavior and performance.

Direct Relationship between Public Service Motivation and IWB

This study aimed to look at the link between public service motivation and IWB among Pakistani Federal government employees. This hypothesis was backed by earlier research that found that motivated employees had greater levels of creativity (Jung et al., 2018) and that IWB has a favorable influence on job satisfaction (Niu, 2014). Moreover, employees with a greater level of public service motivation have been more inventive and display creative behavior.

Direct Relationship between Public Service Motivation and Job Performance

This study aimed to assess the influence of public service motivation on work performance, which has previously shown inconsistent results from other writers. However, this study suggests a direct, substantial, and positive link between the two factors in the case of Pakistani Federal employees. This conclusion is also consistent with the findings of other writers, notably Palma et al., 2017, who claimed that increasing the PSM level will likely improve performance, particularly in the public sector. Furthermore, the PSM has a significant and positive influence on organizational citizenship behavior (Nurlita, 2019), mixed results concerning Federal employees and the PSM-Performance relationship (Alonso & Lewis, 2001), and field experiments have also revealed positive and significant relationships (Bellé, 2013). As a result, this research found that public service motivation had a significant impact on work performance.

The Mediation Effect of IWB

This study's third primary aim is to explore the mediating impact of IWB between PSM and Job Performance after evaluating and interpreting the causes for direct connections. This is also consistent with earlier studies that looked at service innovation by investigating workers' IWB in Indian public sector banks (Garg and Dhar, 2017). In addition, some writers looked at the impacts of organizational learning on IWB and argued that job engagement might act as a mediator between employee IWB and organizational learning (Lin and Lee, 2017). Finally, in a positive psychology approach, Al-Hawari et al. (2019) investigated the impact of job engagement and workplace satisfaction on employee IWB.

Moderating effect of Societal Impact Potential with the Relationship between Public Service Motivation and Job Performance

Another primary goal of this research was to look at the role of SIP in mediating the link between public service motivation and job performance. Employees in the public sector who were intensely public service-oriented and worked in a high social effect potential had the best performance scores. This personnel is likely to have a 'double fit.' Their internalized motives align with the situation on two levels. These workers not only have a person–job fit, but they also have a person–sector fit, since organizations having a public legal standing are more likely to be focused on public aims (VanLoon, 2018). This study demonstrates that the environment has a role in the connection between PSM and performance on several levels. The interaction between SIP and PSM was significant among Federal employees, indicating that context does matter in improving job and overall performance if publicly motivated. The relationship between PSM and performance is not significant for those with low societal impact potential.

XIII- CONCLUSION

Public service motivation has grown in importance to improve job performance and IWB among public sector workers. According to the findings, public service motivation is an essential element in improving work performance and sharpening IWB among public sector personnel. This demonstrates the importance of PSM in improving employee employment outcomes in the public sector. Therefore, there is a pressing need to have a policy that focuses on enhancing worker PSM. This may be accomplished by choosing well-known supervisors who are eager to serve the country. Appointing such officers is likely to result in a favorable shift in employee behavior in delivering public services.

It is determined that PSM and IWB have a strong connection. This study indicates that PSM has a substantial impact on employee IWB, particularly in the public sector. The IWB, which is much needed by the country at this critical juncture in its economic history, is critical. The link between PSM and IWB demonstrates that policies should place a greater emphasis on PSM in order to improve an employee's IWB. This is expected to improve the quality of public services since the IWB will do so while working with limited resources. As a result, policymakers must take into account the fact that the PSM is linked to IWB.

The study also discovered a strong link between PSM and work performance, implying that the outcomes of public sector employees are linked to PSM. As a result, this emphasizes the critical role of PSM in improving employee IWB and job performance. Work performance is likewise linked to the PSM, implying that it is critical to apply the PSM through supervisors to improve job performance. The greater the prospects of improving the quality of public services, the better the job performance. PSM's relevance in improving the job outcomes of public sector personnel has been highlighted yet again. Improved work performance will be a benefit for government services. PSM is likely to improve job performance, according to the relationship between job performance and PSM.

Employees in the public sector can use IWB to deal with crucial conditions such as a lack of resources. Improving the IWB will result in increased public trust in the state. In this situation, the function of PSM becomes more critical in regaining public trust in the government and ensuring the smooth running of society toward growth. The importance of PSM in enhancing the creative talents of public sector personnel must be considered by management. The PSM creates the environment for IWB to thrive in a company. As a result, implementing a PSM will result in improved work results.

The results of the moderation analysis revealed that the societal impact potential has significant moderating effects on the relationship between PSM and job performance; however, it is essential to note that the effect size was small, which does not negate the existence of a significant relationship.

This study has empirically contributed to some known correlations between variables, examined directly and indirectly to offer answers to the research questions and achieve the associated research objectives stated in the present study's introductory chapter.

This study identifies a knowledge gap in understanding how to define employee innovation behavior appropriately, and it fills that gap. This dissertation aims to add to our understanding of the elements that lead to greater levels of employee creativity. This entails looking into several under-researched areas, such as how to combine the corporate entrepreneurship perspective with the intrapreneurship perspective when researching employee innovation behavior; how the top-down corporate strategy ripples down the organizational hierarchy; and how characteristics of the innovation, the organization, and the employee, as well as the intersection between the three, affect IWB.

XIV- RECOMMENDATIONS FOR FUTURE RESEARCH

Organizational leaders' inability to grasp what drives public employees leads to poor performance and, over time, erodes their public-service ethic (Crewson, 1997). Although an employee may enter a company with solid PSM and altruistic intentions, the organization's environmental and social impacts have a significant impact on human behavior, causing PSM to diminish with time (Piliavin, 2009). However, in the lack of continual changes to occupations or tasks (Perry & Lee, 2007) or the presence of conflict and uncertainty (Camilleri, 2007), PSM will be dramatically and negatively influenced by the organizational environment (Camilleri, 2007). Motivation is influenced by an individual's attitude toward the job topic and the organization (Perry & Porter, 1982), but it is the

responsibility of the company to analyze and take actions to maintain that motivation regularly. The current study could not distinguish a difference in PSM based on an individual's work unit within the company or a change in PSM due to participation in a new employee orientation session. It is also unknown how much of the employees came to their present jobs with altruistic goals and motives, or how much of that desire developed or grew more robust over time as they discovered the public-service advantages of their jobs (Jacobsen, 2011). To examine PSM in the future, this study proposes using a longitudinal approach.

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