

Transformational Leadership effect on Organizational Performance with Mediation role of Employee Commitment in case of Public Sector in Oromia, Ethiopia

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Abstract

Top management and academics have placed public sector employee's commitment at the centre of their thinking because they believe it may be a major factor in an organization's success. Recent studies by many academics have revealed a positive relationship between a transformational leadership strategy and public sector performance. Therefore, the purpose of this study was to explore how Employee Commitment played a mediating role in the relationship between transformational leadership and public sector employee's commitment. Purposive sampling was used to collect the data. Quantitative research approach and explanatory research design was used by the researchers. To check the internal reliability of study variables KMO test of reliability and data adequacy was used. Structural equation modeling (SEM) and confirmatory factor analysis (CFA) are used to analyze data from a sample of 338 elevated public sector employees working in the elevated public sectors in Ethiopia in order to test the framed hypothesis. After that, the mediation analysis was validated using the bootstrapping investigation. There is no doubt that the employee commitment of the leader partially mediates the effect of transformational leadership on organization performance in public sector. In an illustrative way, the current experiential research has added to our understanding of the unique mediation effects of employee commitment drive on the relationships between transformational leadership and organization performance in public sector in Ethiopia.

Keywords: *Employee Commitment, Mediation Effect; Organization Performance; Public Sector; Transformational Leadership.*

1. Introduction

Transformational Leadership is charged with idealized influence at the employee affective commitment level, managing intellectual stimuli, and transforming individual consideration challenges into opportunities during employee's commitment and public sector performances (Bacha & Kosa, 2022). Public sectors are the forerunners in training the future generation and addressing commitment related issues through inspirational motivation. Raveendran & Gamage (2019) stated that transformational form of leadership also enticingly involves employees help them to be capable and committed enough with a normative commitment habitat. A transformative leader makes employees committed so that they concentrate on their duties by taking individual consideration, being idealized in their influence, and encouraging others. It overall leads to increase in organization performance (Garuma & Kant, 2023).

Commitments involve employees and leader to come up with solutions to problems as they happen rather of using predefined problem-solving strategies (Donkor et al., 2021). According to Park et al. (2020), the advantages of transformational Leadership style for leader include empowering and increasing employee's commitment, enhancing learning and commitment of employees, experiencing success, civilizing employee's presentation and attainment, and increasing superiority of connections in work place commitment and finally organizational performance in form of employee satisfaction, financial performance, internal business performance and organization learning.

According to research findings, engaging public sectors commitment among employees is correlated with transformative leadership (Wang et al., 2022) by creating intellectual influences, setting inspirational motivational goal's and individual considerations, and emphasizing organizational performance. Transformational leaders motivate and encourage their employees to achieve greater success (Hoai, 2022). One the one hand, leadership is tasked for articulating apparition, which affects employee commitment. When workers are in tune with the company's objective and have a sense of higher purpose, they are more motivated to do their duties (Manzoor et al., 2022). On the other side, in developing nations, having a strong climate for transformational Leadership is also linked to better public sector strength.

In addition, we discovered that an increased power distance improves the health-promoting effects of transformational Leadership (Peng et al., 2022). Finally, the augmentation impact was deemed proficient in developing countries. The literature field paid considered competent attention to transformational leadership and came to the conclusion that there is a good relationship between it and public sector employee's commitment. The present study was motivated by systematic research that looked at the relationship between organization performance in public sector and transformational leadership by mediation of employee's commitment.

2. Statement of the Problem

Transformational leadership is seen as the source of organizational success and the key determinant of organizational performance, and lack of appropriate leadership is attributed for

poor performance at business and even national levels (Manzoor et al., 2022; Asefa & Kant, 2022). There is a positive relationship manifested between effective transformational leadership and organization performance (Jensen et al., 2020). In another studies on the subject topic conducted by Abadama (2020); Yeshitila, & Beyene, (2019) on transformational leadership and organizational performance depicted a negative relationship. Thus, both positive and negative effects found between transformational leadership and organization performance. Similarly significant and insignificant relation founded in these two variables.

Most of the researches on transformational leadership are conducted in the United States, Canada and Western Europe in the last half century leadership (Wang et al., 2022; Arif et al., 2018; Jensen et al.,2020; Hoai, 2022). But with the mediating role of employee commitment a few studies was conducted in Ethiopia especially in Oromia region (Asefa & Kant, 2022).

Descriptive surveys based on the transformation leadership perceptions were undertaken (Peng et al., 2022; Chen et al., 2019). The study used quantitative approach and used the survey method (Ausat et al., 2022; Purwanto et al., 2020; Hoai, 2022). Convenience and judgment sampling procedures were applied to contact sample from the target population (Wang et al., 2022; Bacha & Kosa, 2022). Therefore, the researcher will fill the gaps by SEM modeling by the use EFA and CFA models to find mediation effect. Different theoretical lenses used by different researchers to find relation between transformational leadership and organization performance (Wang et al., 2022; Abadama, 2020). Present study to combine related theories to extent the existing knowledge

Meta analysis of problem statement founded by the investigators was depicted in tabular form in the research gaps presented in below table. That paves away forward the present research novelty for further research to fill the previous mentioned studies research gaps in below table 1.

Table 1: Meta Analysis of Research Gaps

Research Gaps	Identified Gaps
Geographical Gap	Most of the researches on transformational leadership are conducted in the United States, Canada and Western Europe in the last half century leadership (Wang et al., 2022; Arif et al., 2018; Jensen et al.,2020; Hoai, 2022)
Knowledge void Gap	Different theoretical lenses used by different researchers to find relation between transformational leadership and organization performance (Wang et al., 2022; Abadama, 2020). Present study to combine related theories to extent the existing knowledge.
Contradictory Evidence Gap	Both positive and negative effects found between transformational leadership and organization performance. Similarly significant and insignificant relation founded in these two variables (Abadama, 2020; Yeshitila, & Beyene, 2019; Asefa & Kant, 2022).
Methodological Void Gap	Ausat et al., 2022; Purwanto et al., 2020; Hoai, 2022: The study used quantitative approach and used the survey method. Wang et al., 2022; Bacha & Kosa, 2022: Convenience and judgment sampling procedures were applied to contact sample from the target population. Peng et al., 2022; Chen et al., 2019: Descriptive surveys based on the transformation leadership perceptions were undertaken. Therefore, the researcher will fill the gaps by SEM modeling by the use EFA and CFA models to find mediation effect.

Population Gap	I. Gemeda & Lee, 2020): It focuses only on educational sector II. Purwanto et al. (2020)): the sample does not represent the target population; the number of samples used is inadequate. III. Donkor et al. (2022)): study focuses on only state-owned enterprises in Ghana. IV. Bacha & Kosa, 2022): focuses only on private schools.
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Source: Researchers own Synthesis, 2023

3. Objective

Present investigation was related to find structural relation between transformational leadership and organization performance in public sector when mediating by employee commitment in Ethiopia.

4. Review of Literature

Researchers discovered that leaders increased idealized influences, inspirational motivation improves the employee's commitment promoting effects of transformational Leadership on organizational performance (Rawashdeh et al., 2022). One of the most studied topics in HRM is leadership; however there hasn't been much study on the relationship between transformational leadership and public sector employee's commitment (Guterresa et al., 2020). The literature review paid considered competent attention to transformational Leadership and came to the conclusion that there is a superior association between it and public sector employee's commitment (Yohannes & Wasonga, 2021).

The present study was motivated by systematic research that looked at the relationship between public sector employee's commitment and transformational leadership by mediation of employee's commitment. Employees' commitment is defined as "an emotional attachment to and commitment with an organization. Employee commitment is a bond between the employee and the organization such that the employee wants to continue serving the organization and helping it achieve its objectives" (Ausat et al., 2022). Purwanto et al. (2020) demonstrated that managers must address the significance and advantages of employee commitment since it will improve employees' presentations, increase task intelligence and fulfillment, and direct the association towards achieving its objectives.

Public sector employee's commitment is the degree to which a employees person's cognitive, expressive, and behavioral condition is sliding towards proficient results. According to Jensen et al. (2020), the degree to which a public sector employee is psychologically, intellectually, and behaviorally linked to the job-oriented results of the organization (Negeri et al., 2023). Parameter of structural analysis demonstrated that employee's commitment acts as a mediator in the relationship between transformational Leadership and organization performance (Zaman et al., 2020; Adula et al., 2023). Transformative leaders motivate and inspire their workforce by focusing on attitude change (Kant, & Tufa, 2022). More than making decisions, transformational leaders trust competent employees to take control. It is a method of supervision designed to provide employees more freedom to express their creativity, consider the future, and look for creative solutions to problems (Chen et al., 2019). According to Top et al. (2020), transformational leaders are skilled in motivating followers to change their perspectives,

outlooks, and employee’s commitment s in order to work towards common goals. This is due to the power of their character and traits.

The capacity of the leader to instill self-assurance, attitude, and a feeling of purpose in his followers is referred to as employee’s commitment. Kebede & Goyal (2019). state that a transformational leader must express expectations to the group, create a clear vision for the future, and show a dedication to the set objectives (Dereso, 2022). In order to accomplish the objectives of the organization, transformational Leadership fosters a universal state of mind by influencing the members' fundamental attitudes and hypotheses. Compared to transactional leadership, this leadership style typically produces greater results (Kant et al., 2023). Because leaders enjoy what they do, employees have an innate desire to perform well and keep their jobs. This is known as employee’s commitment. Leaders also enjoy their sense of accomplishment and self-importance when performing a task (Gemeda & Lee, 2020).). Supporting employees to become more creative, engaged, and fulfilled in their work is at the core of developing employee’s commitment (Tadesse et al., 2023). The study found a positive relationship between employee’s commitment and performance as well as between Leadership and employee commitment.

Furthermore, it is demonstrated that transformational leadership has a well-built positive impact on employees' commitment (Kesto & Aregawi, 2021)). In contrast to employee’s commitment, which is the willpower and urges to act on such thoughts, commitment is the wisdom of intention, commitment, and obligation to an organization (Yeshitila, & Beyene, 2019; Asefa & Kant, 2022). Employee commitment acts as a support system for employees to perform at the highest level possible, whilst employee’s commitment provides the drive or inspiration needed to actually carry it out (Raveendran & Gamage, 2019).). The findings demonstrated a positive relationship between employee’s commitment and public sector employee’s success on tasks, as well as a relationship between employee’s commitment and public sector employee’s task performance. Additionally, duties show that women are more intrinsically motivated than men are (Abadama, 2020). Theoretical lenses used for present study were Transformational Theory founded on “*Transformational Theory and Full Range of Leadership theory*”.

Table 2: Meta Analysis of Theoretical Foundation for Model Building

S.No	Theory/Author/year	Researchers	Relevance/contribution of the theory for this study	Variable extracted/ theory type
1.	Transformational Theory: (James MacGregor Burns, 1978)	Guterresa et al., 2020; Arif et al., 2018; Jensen et al., 2020; Peng et al., 2022; Chen et al., 2019	<i>The present theory emphasis on leader's efforts for transformations in structures, processes, or overall culture through subordinate commitment. Because leader efforts are rare, valuable, non imitable and non substitutable.</i>	Contingency Theory; Affective commitment
2.	Full Range of Leadership Model (FRLM) (Bruce Avolio and Bernard Bass, 1991)	Yeshitila, & Beyene, 2019; Asefa & Kant, 2022; Wang et al., 2022; Hoai, 2022	FRLM relates transformational leadership styles with laissez-faire leadership style. <i>Leader</i> inspires the workforce to work in different work situations, that way he develops the sense of obligation to stay ("normative commitment").	normative commitment (<i>configuration theory</i>)

Source: Researcher own Meta Analysis (2022)

In summary, the Transformational Theory, proposed by James MacGregor Burns, focuses on the leader's efforts to bring about transformations through subordinate commitment. It is relevant to the study and is associated with affective commitment. The Full Range of Leadership Model (FRLM), developed by Bruce Avolio and Bernard Bass, connects transformational leadership with normative commitment. It is also relevant to the study and falls under the configuration theory.

On the foundation of empirical literature review and theoretical foundation following composite hypothesis and conceptual framework was proposed:

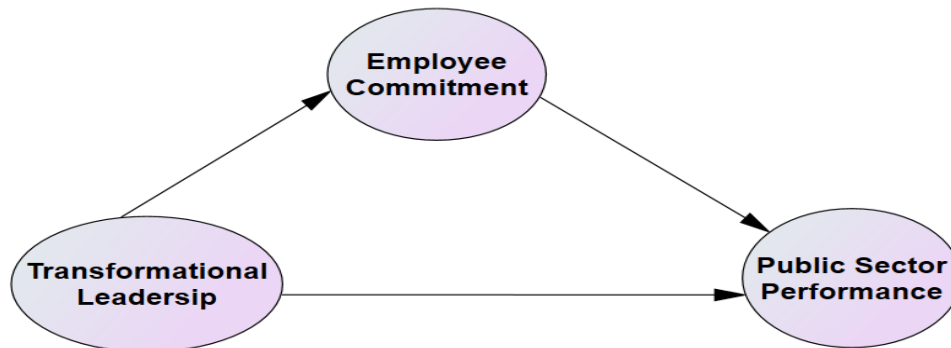
H1: Transformational leadership has significant effect on public sector performance.

H2: Transformational leadership has significant effect on employee commitment.

H3: Employee commitment has significant effect on public sector performance.

H4: Employee commitment mediates the relation between Transformational leadership and public sector performance.

Figure 1: Researchers graphic Model



Source: Researchers Own Framework (2023)

5. Research Methodologies

The current study employs a quantitative research approach that involves assessing data on variables (transformational leadership, employees commitment, and organization performance) using quantitative scales and quantitative data analysis. Quantitative research approach and explanatory research design was used by the researchers. Before beginning field duties, researchers conduct an exploratory factor exploration (EFA) based on the pilot study's 100 responses to verify the scope of the proxies and check the internal reliability of study variables with help of KMO test of reliability and data adequacy. Structural equation modeling (SEM) and confirmatory factor analysis (CFA) are used to analyze data from a sample of 385 elevated

public sector employees working in the elevated public sectors in Ethiopia in order to test the framed hypothesis.

5.1 Description of the study area

West Guji is one of the zones of the Oromia of Ethiopia. Located in southern Oromia, West Guji is bordered on the south by Borena, on the west by the Southern Nations, Nationalities, and Peoples Region, on the north by the Gedeo Zone of Southern Nations, Nationalities, and Peoples Region and Sidama Region and on the east by the Guji Zone. Its administrative center is Bule Hora. The West Guji Zone was created by nine districts and two towns taken from the Borena Zone and Guji Zone (Mulatu & Shanko, 2019).

5.2 Sampling and information collection

Information on how to properly partial each point was given to the data gathering tool. In order to protect the responders' anonymity, provocation letters were also issued with the authority's approval. Purposive sampling was used to collect the data. The target population of the study will be the leader/managers and employees of Western Guji Zone public sectors. Researcher calculated a sample size of a large population whose degree of variability is not known. Assuming the maximum variability, N-total population number, which is equal to 50% ($p=0.5$) and taking 95% confidence level with $\pm 5\%$ precision, the calculation for required sample size will be at infinite or 'N' unknown (Kothari,2004) formula to developed and calculated are preventative developed sample for proportions (Cochrane,2013).

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

- e is the desired level of precision (i.e. the margin of error),
- p is the (estimated) proportion of the population which has the attribute in question,
- q is $1 - p$.

$$((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385.$$

Out of 425 distributed questionnaires, 396 respondents returned the data collection instrument, and 97.2% return rate, according to the statistics. Nine survey replies were not partial. As a result, 385 sample sizes were taken into account for an additional investigation using IBM SPSS' AMOS 26.

5.3 Variable Dimensions

In order to aggregate the responsibility for information assumption by means of parametric investigation, researchers use a 5-point Likert scale to measure the intensity of public sector employees perception towards the itemized testimonial in the data gathering instrument connecting transformational leadership, public sector employees commitment, and public sector employees commitment.

6. Investigation and Discussion

6.1 Evaluation for Sampling Adequacy

Researchers used KMO test to demonstrate the ordinary distribution for each variable item, including public sector employee's commitment, organization performance and transformational Leadership in order to assess the sampling adequacy.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	2530.969
	Df	105
	Sig.	.000

Source: SPSS Output, 2023

All relevant data were evaluated simultaneously using the KMO and Bartlett tests. There was significant correlation founded in the data because the KMO value is greater than 0.5 and the Bartlett's test's significance level was lower than 0.05. Our dataset was found eligible for a data reduction strategy because the p-value from Bartlett's Test of Sphericity was less than our chosen significance level (popular options are 0.10, 0.05, and 0.01).

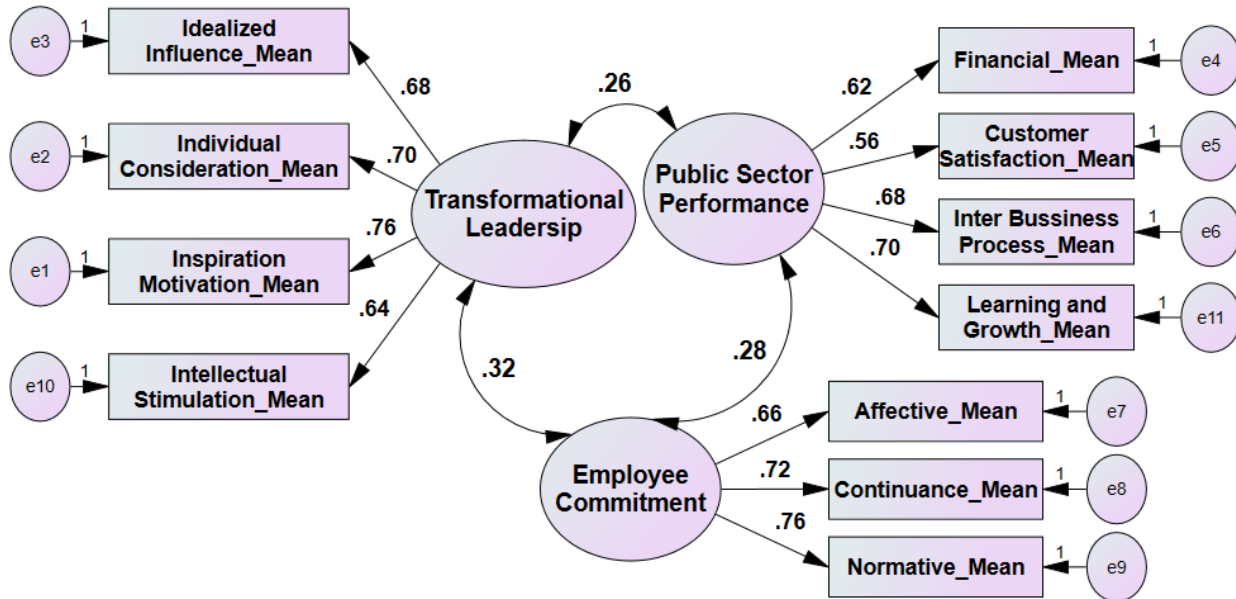
In this case, the p-value (Sig.) of 0.000 suggests that the variables in the correlation matrix are significantly related, rejecting the null hypothesis. This indicates that factor analysis is appropriate for the dataset, and there is sufficient evidence to proceed with further analysis.

In summary, the KMO value of 0.847 indicates acceptable sampling adequacy, suggesting that the data may be suitable for factor analysis. Additionally, Bartlett's Test of Sphericity with a significant p-value of 0.000 confirms that the variables are not independent and supports the use of factor analysis for the dataset.

6.2 Investigation of factors of Confirmation

Researchers used confirmatory factor analysis (CFA) to assess the model's fitness using indices. The covariance among the model's measuring items for transformational Leadership, public sector performance, and employee's commitment was manifested in the index values. Researchers discovered that the measurement model intended for each and every dormant (latent) variable involved in the measurement model had been authenticated, once the description of CFA had been confirmed and all values had met the necessary thresholds for reliability and validity (Awang, 2015). Then, to do structural equation modelling (SEM), researchers combine the variables into the structural equation model. Investigators work from extreme right to extreme left, starting with external variables, followed by mediator variables in the middle, and endogenous variables at the extreme right (Awang, 2015).

Figure 2: Confirmatory Factor Analysis



Source: AMOS Output, 2023

Investigators connect the exogenous variable to its specific endogenous variable in Figure 3 by utilizing a single headed arrow, followed by substrate on the assumption's route. Researchers used the structural model based on AMOS 26 as shown in figure 2 to calculate the weights for standardised and non-standardized regression models. The model is statistically fitted under the desired parameters after the model's fitness has been tested with the use of fit indices.

Table 4: Indices Results Based on Parameters Indices

	Observed Value	Result
Bollen's incremental fit index (IFI)	0.901	<i>Under Acceptance Level</i>
Chi-Square Fit Statistics/Degree of Freedom (CMIN/DF)	2.23	<i>Under Acceptance Level</i>
Comparative Fit Index (CFI)	0.903	<i>Under Acceptance Level</i>
Root Mean Square Error of Approximation (RMSEA) (Close Fit" Hypothesis-parsimony-adjusted index)	0.061	<i>Probability of receiving a sample was 0.061 from 0.080.</i>

Source: AMOS Output, 2023

As seen in Figure 2, the factor loading of the entire residual items had values higher than the required value of 0.6. Investigators were therefore manifested that unidimensionality of the measurement model has been attained. As a result, the researcher's findings from the examined index fitness and the confirmatory factor investigation (CFA) indicated that the modulus operandi was partied at this stage rather than the prior structural modelling. The attained Composite reliability (CR) requirements and average variance extracted (AVE) for factoring all components is displayed in the following table.

Table 5: Composite Reliability (CR) and Average Variance Extracted (AVE)

S.NO.	Items	Composite Reliability	KMO	Average Variance Extracted	Cronbach Alpha
1.	Transformational Leadership	0.92	0.832	0.76	0.826
2.	Employees commitment	0.94	0.839	0.80	0.789
3.	Organization performance in public sector	0.88	0.802	0.72	0.835

As AVE square root is founded more than the corresponding correlations. Composite Reliability indicates the internal consistency or reliability of the measurement scale. The values range from 0 to 1, with higher values indicating greater reliability. In this case, all three items have relatively high composite reliability values, indicating good internal consistency.

KMO (Kaiser-Meyer-Olkin) is a measure of sampling adequacy for factor analysis. It assesses the proportion of variance among variables that might be common variance. KMO values range from 0 to 1, with values closer to 1 indicating better sampling adequacy. In this case, all three items have KMO values above 0.8, suggesting that they are suitable for factor analysis.

Average Variance Extracted (AVE) is a measure of convergent validity, indicating the amount of variance explained by the construct relative to the measurement error. AVE values range from 0 to 1, with higher values indicating better convergent validity. In this case, the AVE values for all three items are above 0.7, indicating good convergent validity.

Cronbach Alpha is another measure of internal consistency, similar to composite reliability. It also ranges from 0 to 1, with higher values indicating greater internal consistency. In this case, all three items have Cronbach Alpha values above 0.78, suggesting good internal consistency.

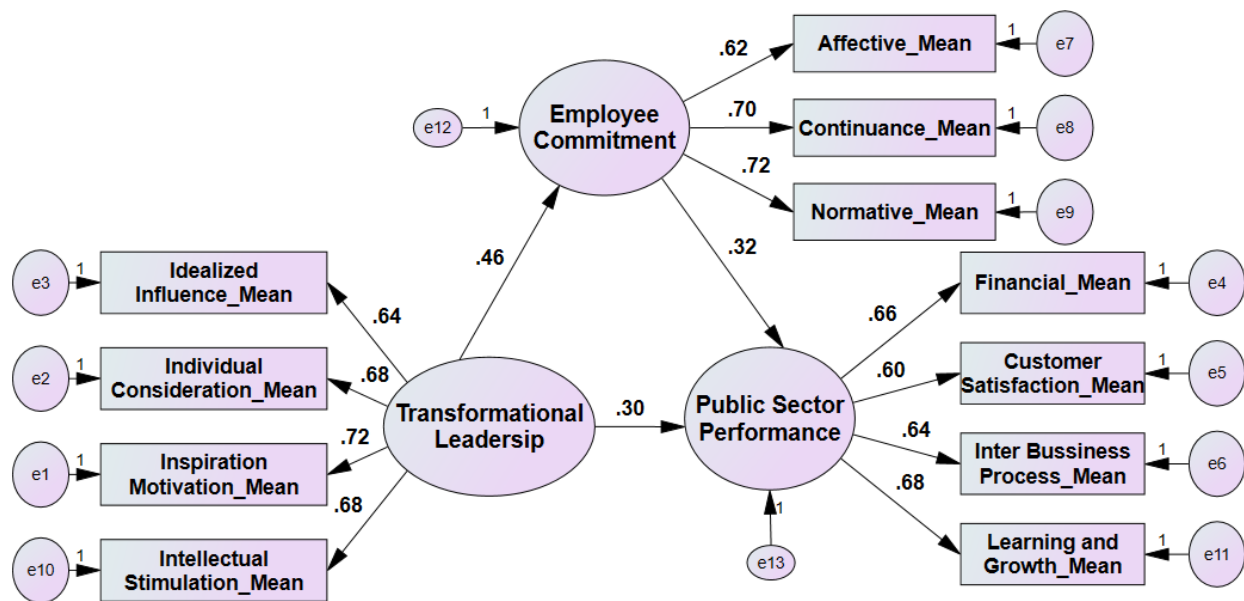
Overall, based on the provided information, the scales used to measure transformational leadership, employee commitment, and organization performance in the public sector demonstrate good reliability and validity.

6.3 Testing of Hypothesis: analyzing mediating function of employees commitment on the effect of transformational Leadership on organization performance in public sector

In the current study, researchers propose that the endogenous variable of employee's commitment mediates the relationship between an exogenous variable of transformational

Leadership and organization performance in public sector. The hypothesis is that employee's commitment will function as a mediating variable in this study if the structural model does not show a direct relationship between transformational Leadership and organization performance in public sector but rather only shows an indirect relationship through another variable. Figure 3 illustrated the employee's commitment mediation in between transformational leadership and organization performance in public sector.

Figure 3: SEM MODEL



Source: AMOS Output, 2023

The outcome demonstrated that there was a less than 0.001 chance of obtaining a critical ratio of 12.379 in absolute value. In other words, the regression weight for transformational Leadership deviated from zero at 0.001 levels when employee's commitment was properly taken into account.

Additionally, the chance of attaining an absolute critical ratio of 1.851 was 0.064. In a nutshell, the regression weight for transformational Leadership differs from zero at 0.05 levels (two tails) when public sector employees commitment is not taken into account. A crucial ratio of 2.363 in absolute value was possible with a 0.018 percent chance. And when a employees member's commitment considerably deviated from zero at 0.001 levels (two-tails), the regression weight for employee's commitment was increased. The aforesaid research idea was supported by the inquiry. This indicates that the success or failure of the organization depends on effectiveness of transformational leadership that determines the organizations performance because effective leadership style directly related with commitment of the employees and that enhances the organization performance. Thus present study result similar with previous studies like Guterres

et al., (2020); Arif et al., (2018) ; Jensen et al., (2020); Peng et al., (2022) and Chen et al., (2019) which ever founded on Transformational theory theoretical lens.

This study comes to the conclusion that the relationship between public sector employee’s commitment and transformational leadership has been expertly mediated by the construct. As previously demonstrated, the mediation process is known as a "partial mediation" because the direct effect of transformational Leadership on organization performance in public sector was no longer regarded as proficient once the concept entered the model. The transformational Leadership beta coefficient dropped from 0.575 to 0.241. Thus, competent indirect impact on organization performance in public sector was taken into account in this research by transformational leadership through the mediator employee commitment. Thus present study result similar with previous studies like Yeshitila, & Beyene, 2019; Asefa & Kant, 2022; Wang et al., 2022; Hoai, 2022; whichever founded on Full Range of Leadership Model (FRLM) proposed by Bruce Avolio and Bernard Bass (1991).

6.4 Mediation of Public sector’s Employees commitment

Table 6: The method for examining employee’s commitment mediator role

1) The indirect impact = 0.56
2) The direct impact = 0.20
3.) Total effect= 0.76
3) Both indirect paths are considered proficient.
4) Since indirect impact > direct impact, the mediation occurs.
5) Type of mediation is partial mediation since the impact considered proficient and significantly increases to 0.76 after mediator enters the model.

Source: AMOS, 2022 output

The hypothesis was confirmed when the mediating role of employees commitment in tying transformational leadership to public sector employees commitment was examined. As a result, this study came to the conclusion that employee’s commitment had effectively mediated the relationship between transformational leadership and public sector performance. Therefore, the research question: Does a employee commitment mitigate the impact of transformative leadership on employee’s commitment? has been answered by these researches.

These investigations also provide a computation for the impact size of mediation in order to choose the type of mediation. The influence of employee’s commitment on public sector employee’s commitment was found to be in the tiny range when the impact size of a mediator in the mediating impact was calculated. The amount of variance contributed by each individual path as explained by the mediation model is the impact size in this study. By using employees commitment as a mediator in the relationship between transformational Leadership and public sector employees commitment, these duties once more filled in the gaps left by the earlier study. This study has determined the type of mediation as well as the extent to which employee’s commitment affects organization performance in public sector.

Table 7: Mediation Analysis

Examining employee's commitment as a mediator in the connection ship among transformational leadership and organization performance in public sector			
Connection ship	Standardized (β)	P-Value	Hypothesis Test
Transformational Leadership \rightarrow Employee's Commitment (A)	0.46	***	H2 accepted
Transformational Leadership \rightarrow Employee's Commitment \rightarrow public sector performance (B)	0.44	***	H4
Employee's Commitment \rightarrow public sector performance (C)	0.32	***	H3
Transformational Leadership \rightarrow public sector performance	0.30	***	H1
a*b		0.41	
a*b > c		Mediation occurs	

(Source: AMOS Outputs, 2023)

Table 7 suggests that when employee commitment is included as a mediator, the relationship between transformational leadership and public sector performance remains significant and positive. The coefficient of 0.44 indicates a moderate effect size.

Based on the mediation analysis, the product of the path coefficients a (Transformational Leadership \rightarrow Employee's Commitment) and b (Employee's Commitment \rightarrow Public Sector Performance) is 0.41. Since a*b is greater than the direct path coefficient c (Transformational Leadership \rightarrow Public Sector Performance), which is 0.30, it indicates that mediation occurs.

In conclusion, the results support the presence of a significant relationship between transformational leadership and public sector performance. Additionally, employee commitment acts as a mediator in this relationship, enhancing the positive impact of transformational leadership on public sector performance.

Table 8: Model Fit Indices

CMIN/DF	CFI	NF1	RFI	IFI	RMSEA	GFI
2.082	0.965	0.964	0.942	0.938	0.072	0.963

(Source: AMOS 26 Outputs, 2023)

Based on the information provided in Table 8, the model fit indices are reported.

The CMIN/DF (Chi-square divided by degrees of freedom) 2.082; is a measure of model fit. It assesses the discrepancy between the observed covariance matrix and the model-implied covariance matrix. A smaller ratio indicates a better fit. In this case, the CMIN/DF value of 2.082 suggests a relatively good fit, as it is close to or below 3.

The CFI compares the fit of the estimated model with the fit of a null or independence model. It ranges from 0 to 1, with values closer to 1 indicating a better fit. A CFI value of 0.965 suggests a good fit, as it is close to 1. The NF1 is another index that compares the fit of the estimated model with the fit of a null model. Similar to CFI, it ranges from 0 to 1, with values closer to 1 indicating a better fit. With a value of 0.964, the model has a good fit.

The RFI compares the fit of the estimated model with the fit of a saturated model. It ranges from 0 to 1, with values closer to 1 indicating a better fit. In this case, the RFI value of 0.942 suggests a relatively good fit.

The IFI compares the fit of the estimated model with the fit of a baseline or independence model. It ranges from 0 to 1, with values closer to 1 indicating a better fit. The IFI value of 0.938 suggests a good fit. The RMSEA is a measure of the discrepancy between the observed covariance matrix and the model-implied covariance matrix, adjusted for the degrees of freedom. It ranges from 0 to 1, with values closer to 0 indicating a better fit. In this case, the RMSEA value of 0.072 suggests a reasonably good fit.

The GFI is a measure of how well the model fits the observed data, taking into account the number of model parameters. It ranges from 0 to 1, with values closer to 1 indicating a better fit. The GFI value of 0.963 suggests a good fit.

In summary, based on the reported fit indices, the model appears to have a relatively good fit. The CMIN/DF ratio is below 3, and most of the fit indices (CFI, NF1, RFI, IFI, RMSEA, GFI) have values close to or above 0.9, indicating an acceptable fit between the estimated model and the observed data.

Table 9. Bootstrapping Result			
Indirect Impact P- Value		Direct Impact P-Value	
Bootstrapping P-Value	0.000	0.002	
Result	Consider proficient	Consider proficient	
Type of Mediation	Partial Mediation		

(Source: AMOS 26 Outputs, 2023)

Based on the bootstrapping results provided in Table 9, the following information can be inferred regarding the indirect and direct impacts, as well as the type of mediation (Indirect Impact: P-Value: 0.000). The indirect impact refers to the mediating effect of employee commitment on the relationship between transformational leadership and public sector performance. The p-value of 0.000 suggests that the indirect impact is statistically significant. The result "Consider proficient" implies that the mediating effect is meaningful and should be taken into account.

The direct impact refers to the direct relationship between transformational leadership and public sector performance, without the mediating effect of employee commitment. The p-value of 0.002 suggests that the direct impact is statistically significant. The result "Consider proficient" indicates that the direct relationship is meaningful and should be considered as well.

Based on the bootstrapping results, the type of mediation observed in this study is partial mediation. This means that employee commitment partially mediates the relationship between transformational leadership and public sector performance. The direct impact is still significant even when considering the mediating effect.

In summary, the bootstrapping results confirm that there is a significant indirect impact of transformational leadership on public sector performance through the mediating role of employee commitment. Additionally, there is a significant direct impact of transformational leadership on public sector performance. The type of mediation observed is partial mediation, indicating that employee commitment plays a meaningful mediating role but does not fully explain the relationship between transformational leadership and public sector performance.

7 Conclusions

The primary methodological focus of the current study was on the effects of transformational Leadership on employee's commitment as a means of mitigating some of the employee's commitment of public sector employees. The results of the current study show that public sector employee's commitment strengthens the relationship between transformational Leadership and organization performance in public sector, and that there was a conflict between the mediators' functions when the model was applied to other models and the size of this impact was modest. The current study supports Ghadi, et al. (2013) assertion that additional mediators may have an impact on the relationship between public sector employee's commitment and transformational Leadership, which warrants further study. In this way, the work being done in the current study frame can be comprehensive to supplemental duties in a setting beyond from the field of public sector.

While the bulk of research on employee commitment place a lot of emphasis on the relationship between employee commitment and organizational employment conditions, this investigation offers factual proof that employee commitment represents a two-way relationship. The findings of this research contribute to academic literature by offering crucial information on the relationship between leadership, employee's commitment, and organization performance in public sector, which has not before been examined in a single study. From the standpoint of a practitioner, this research's findings suggest that leader who exhibit transformational Leadership behavior and employees commitment are better suited for motivating public sectors employees at work. These consequences exclusively focus on problems with organization.

The potential drawbacks of present study merely can be comprehensive to a populace of public sectors employees working in Bule Hora Woreda, Ethiopia, and public sector institutes in Ethiopia due to diverse backgrounds in special context of duties.

Moreover, the investigating originates from existing investigation recommended that there is a need for potential examine based on the assessments of the explicit magnitudes of employees commitment affecting organization performance in public sector necessitate supplementary investigation may be in the significance of employees commitment behaviors that consider both the leader and employees, rather than the employees commitment behaviors that describe the behaviors of only the leader.

8. Theoretical Application of Study

It is important to note that the source of the meta-analysis is mentioned as the researcher's own meta-analysis conducted in 2022. This suggests that the information in Table 2 is derived from the researcher's own analysis of the relevant literature on the topic. The transformational theory emphasizes the leader's efforts to bring about transformations in structures, processes, or overall culture through subordinate commitment. It suggests that leader efforts are rare, valuable, non-imitable, and non-substitutable. This theory is relevant to the study as it highlights the importance of transformational leadership in influencing subordinate commitment.

In summary, the Transformational Theory by James MacGregor Burns and the Full Range of Leadership Model (FRLM) by Bruce Avolio and Bernard Bass are identified as relevant theoretical foundations for model building in the study. The theories emphasize the role of transformational leadership in influencing subordinate commitment, with each theory focusing on a different type of commitment (affective or normative). These theories provide a theoretical basis for understanding the relationship between leadership and commitment in the study.

9. Future Implication

This study is important for the government to review its policies and provide a solution for personal and organizational-related, legal/administrative, economic, social/cultural, and other aspects that determine how women entrepreneurs are seen to participate in entrepreneurship. It also enables them to determine the kinds of policies that should be implemented to promote the commitment and success of both potential and actual women entrepreneurs. Finally, the study offers a comprehensive understanding of the crucial aspects that influence how people see women entrepreneurs generally and aids other researchers in forecasting the factors influencing how people perceive women entrepreneurs in the same study region.

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Compliance with Ethical Standards

The Institutional Review Board at the author's university, "Bule Hora University", in Oromia, Ethiopia, and the collaborating college strictly regulated all ethical criteria for the present research activity. The "Department Graduate Committee" (DGC) for the college of Business and Economics at Bule Hora University in Ethiopia, which is presided over by the college dean, assessed the study. The study participants' consent to share their information was secured in advance, and it was made clear to them that it would only be used for academic research. It is evidence that the rules laid out in the Declaration of university were adhered to.

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