

# **TOWARDS SUSTAINABLE PERFORMANCE OF JAKARTA'S GOVERNMENT EMPLOYEES: A SYSTEMATIC LITERATURE REVIEW FOR JAKARTA'S TOP-20 GLOBAL CITY VISION**

**Fandy Rahmat<sup>1</sup> Dewi Susita<sup>2</sup> Dita Puruwita<sup>3</sup>**

<sup>1</sup> Doctoral Student at Universitas Negeri Jakarta

<sup>2</sup> Professor at Universitas Negeri Jakarta

<sup>3</sup> Doctor at Universitas Negeri Jakarta

## **ABSTRACT**

This study conducts a Systematic Literature Review (SLR) to conceptualize sustainable performance (SP) in the public sector, focusing on Jakarta's transformation toward becoming a Top-20 Global City by 2045. Drawing from 35 peer-reviewed studies published between 2020 and 2025, the review integrates human, organizational, and institutional dimensions of sustainability through five dominant theoretical lenses: Social Exchange Theory (SET), Job Demands–Resources (JD-R) Model, Public Service Motivation (PSM), Resource-Based View (RBV), and Institutional Legitimacy Theory (ILT). The analysis reveals that empowering and transformational leadership, sustainable human-resource management (SHRM), digital transformation, and legitimacy-based governance jointly underpin long-term performance in public organizations.

The findings demonstrate that sustainable performance emerges from the alignment of three mutually reinforcing pillars: human sustainability, which depends on motivation, engagement, and ethical leadership; system sustainability, built upon knowledge management, technological capability, and adaptive learning; and trust sustainability, rooted in legitimacy, accountability, and citizen confidence. Together, these components form an integrated Human–System–Trust (HST) model of sustainable governance.

For Jakarta's civil service, the review highlights that sustainable performance transcends bureaucratic efficiency—requiring empowerment, innovation, and institutional integrity as the foundations of global competitiveness. The study contributes theoretically by synthesizing cross-disciplinary frameworks into a unified model of sustainable governance and offers practical implications for embedding SHRM, digital capability, and ethical leadership within Jakarta's bureaucratic reform agenda toward 2045.

**Keywords:** Sustainable Performance, Public Sector, Empowering Leadership, Sustainable HRM, Motivation, Digital Transformation, Institutional Legitimacy, Jakarta Global City 2045

---

<sup>1</sup> Doctoral Student at Universitas Negeri Jakarta

<sup>2</sup> Profesor at Universitas Negeri Jakarta

<sup>3</sup> Profesor at Universitas Negeri Jakarta

# 1. INTRODUCTION

## 1.1 Background

Following the enactment of Law No. 2/2024, Jakarta is undergoing a major transformation under its new mandate as Indonesia's national economic powerhouse and global cities. Align with that, the Government of Jakarta has articulated a long-term ambition to become a Top-20 Global City by 2045 and a Top-50 Global City by 2030 as stated in Regional Regulation No. 8/2024 concerning Jakarta's long-term development planning 2025-2045 and Regional Regulation No. 2/2025 concerning Jakarta's medium-term development planning 2025-2029. This vision calls for a very capable public sector that can lead sustainable growth while also solving long-standing problems in cities, such as socioeconomic inequality, traffic jams, climate vulnerability, and poor coordination across institutions. To reach these goals, the public sector needs to be good at more than just running things smoothly. It also needs to be good at triple-bottom-line sustainable outcomes, being flexible, and competing on a global scale. In this context, the government employees are no longer seen as just those who carry out administrative tasks. Instead, they are seen as people who drive strategic change and whose work must be both effective now and able to withstand change over time.

The global-city study shows why this is crucial. Leading indicators assess a city's appeal and influence across various dimensions, including economic activity, human capital, information flow, cultural richness, and political participation, indicating that state capability and administrative quality are crucial factors in enhancing urban status. Recent editions of the Kearney Global Cities Report, the Global Power City Index, and Oxford Economics' Global Cities Index show that institutional effectiveness and the depth of human capital are two factors that often cause rank mobility. These factors are then shaped by how well public agency workforce perform over time.

In the last five years, the idea of sustainable performance has become very popular. Recent research indicates that public organizations must transcend conventional performance frameworks that concentrate exclusively on short-term outcomes. Instead, more and more focus being put on results that combine productivity, service quality, social well-being, environmental stewardship, and the ongoing growth of human talents

(Piwowar-Sulej & Iqbal, 2023). Scholars have stressed that the sustainability of performance relies significantly on leadership behaviors that empower individuals, foster creativity, and ensure workforce well-being, particularly in contexts experiencing fast change (Liang & Li, 2024).

The research over the previous five years also has emphasized the necessity for a more comprehensive conceptualization and instrumentation for "employee sustainable performance," allowing public enterprises to track long-term performance outcomes while ensuring employee well-being. This is in line with initiatives to improve public sector performance measures by adding socio-environmental factors to service output (Ji et al., 2021).

Even if there is more and more research, there are still certain gaps in our knowledge. There is currently not much empirical research on how civil officials in Southeast Asian megacities may perform sustainably, especially in Jakarta. There is a deficiency of integrative frameworks that concurrently address leadership, work environment, motivation, and sustainability results within the public sector. Furthermore, the relationship between individual employee performance and the competitiveness of global cities, though often suggested, has yet to be expressed in a systematic and persuasive manner.

For these reasons, a systematic literature review is needed to bring together what we already know, figure out what makes government institutions perform well over the long term, and make a research and policy plan that fits with Jakarta's goal of becoming a Top-20 Global City by 2045. This analysis seeks to reaffirm the essential assertion that public employees constitute the primary driving force behind Jakarta's development.

## 1.2 Problem Statement

Even if more and more researchers and policymakers are interested in sustainability, the idea of sustainable performance in the public sector is still not very well understood. Most studies have focused on private-sector organizations, where sustainability is mostly associated with profitability and environmental responsibility. The public aspect, based on social value, citizen pleasure, and institutional longevity, is not given enough emphasis.

In the framework of Jakarta's transformation under Law No. 2/2024, the RPJPD 2025–2045 and RPJMD 2025-2029, government employees play a crucial role in making the city's goal of becoming a Top-20 Global City by 2045 a reality. However, there is an absence of systematic research about the cumulative influence of leadership styles, motivation, engagement, and human resource strategies on long-term performance and service excellence inside government institutions.

Furthermore, existing literature provides no understanding of how the sustainable performance of civil servants might enhance overall urban competitiveness and the durability of governance systems. The lack of a unified paradigm that connects individual behaviour with changes at the organizational and city levels is a major knowledge gap. As a result, policymakers and practitioners in Jakarta do not have a clear, evidence-based plan for how to make human-capital sustainability fit with the city's goals as a global city.

### 1.3 Research Questions

Based on previous problems statement, research questions of this study:  
How can sustainable performance among Jakarta's government employees be conceptualized, developed, and sustained to support Jakarta's aspiration of becoming a Top-20 Global City by 2045?

### 1.4 Objectives

This study seeks to address the aforementioned issues by pursuing the following objectives: to systematically review, conceptualize, and synthesize the multidimensional framework of sustainable performance among government employees, in order to develop an integrated model and strategic implications that can guide Jakarta's bureaucratic transformation toward becoming a Top-20 Global City by 2045.

### 1.5 Research Gap and Contribution

Although research on sustainable performance has significantly increased, notable gaps persist, especially regarding the public sector and growing global cities. First, the majority of empirical studies on sustainable performance concentrate on private

firms, prioritizing financial and environmental outcomes above long-term human and institutional sustainability within government institutions. Thus, the public-sector aspect of sustainable performance—how civil servants maintain productivity, innovation, and well-being while pursuing collective objectives—remains under examined.

Second, the amalgamation of essential behavioural and organizational elements, including leadership agility, intrinsic motivation, public service motivation, work engagement, and sustainable HRM practices, has seldom been scrutinized inside a singular comprehensive framework. Recent research predominantly isolate these aspects, investigating, for instance, the impact of transformational or green leadership on sustainability, or the influence of public service motivation on job engagement. However, there is a scarcity of attempts to integrate them into a comprehensive model of public-sector sustainability. This constrains our comprehension of how these mechanisms jointly influence sustained performance among government personnel.

Third, the literature has a bias toward certain places and situations. The majority of research is derived from Western or developed-country contexts, characterized by institutional capability and governance systems that markedly differ from those in poor nations. Research in Southeast Asian megacities, especially those experiencing administrative and spatial transformation like Jakarta, is limited.

Lastly, current evaluations of sustainable performance have not yet established a strategic connection between individual human performance at the micro level and city competitiveness at the macro level. To comprehend how human resource excellence, leadership flexibility, and organizational resilience enhance urban and economic sustainability, it is imperative for policymakers and scholars to bridge this gap.

In light of this context, this work offers three key contributions:

- a. Theoretical synthesis: It methodically amalgamates concepts from leadership, motivation, human resource management, and sustainability research to build a holistic framework of sustainable performance for public-sector employees.
- b. Contextual advancement: It provides Jakarta's transformation narrative as a contextual lens, presenting a regionally based knowledge of how sustainable performance may support the goals of global city competitiveness.

- c. Practical implications: It offers evidence-based recommendations for policymakers to formulate human capital strategies that bolster enduring public service excellence, harmonizing bureaucratic reform with Jakarta's goal for inclusive, flexible, and sustainable metropolitan governance.

This systematic literature review aims to consolidate academic knowledge and bridge the gap between theory and practice, establishing sustainable performance as the foundation of Jakarta's aspiration to become a leading global metropolis supported by resilient human capital.

## II. LITERATURE REVIEW

### 2.1 Defining Sustainable Performance

Researchers have put forth various definitions of sustainable performance, frequently grounded in theories of organisational behaviour, human resource management, and governance. Mahmoud (2025) asserts that sustainable performance signifies the ongoing ability of organizations and individuals to attain long-term goals via adaptive learning and ethical behaviors. Hoxha et al. (2025) elaborated on the concept as a human-centered result of leadership, motivation, and engagement that sustains innovation and service excellence across time.

In the public sector, sustainable performance is a balance between the skills of employees, the mechanisms of the organization, and the legitimacy of governance. Anastasiou et al. (2025) empirically established that sustainable human resource management (SHRM) practices, such as employee participation, equity, and ongoing education, directly enhance sustained engagement and performance inside government organizations. These findings alter the perception of sustainability from fixed outputs to dynamic resilience, wherein the vitality of the workforce guarantees the longevity of institutions.

This term is especially important for Jakarta's civil service. For the city to be competitive on a worldwide scale, it needs to be able to train civil workers who are flexible, creative, and have strong morals. Sustainable performance thus serves as a strategic foundation for achieving “Jakarta Global City 2045,” linking internal HR resilience with external institutional legitimacy.

### 2.2 Conceptualizing Sustainable Performance in Public Sector

The idea of sustainable performance has changed from just looking at efficiency and productivity to also looking at social, environmental, and governance (ESG) factors that make sure institutions can last for a long time. Anastasiou et al. (2025) say that sustainable performance is the ability of public organisations to keep providing good service while also protecting the health and safety of their employees, fairness, and ethical

norms. In the public sector, this means finding a balance between being responsible to the people, motivating employees, and being responsible with resources (Qureshi & Tasneem, 2025).

In the private sector, performance is often based on the market. In the public sector, however, sustainability depends on people-centered leadership, moral legitimacy, and a desire to serve the public (Rahm & Thelander, 2021). The increasing focus on sustainability in government workplaces is similar to the global commitment to the UN Sustainable Development Goals (SDGs), especially Goal 8 (Decent Work) and Goal 16 (Institutional Effectiveness).

In the context of public administration, sustainable performance integrates three interdependent dimensions:

- a. Institutional sustainability; the ability of organizations to maintain operational effectiveness and policy consistency over time.
- b. Human sustainability; the ongoing development, motivation, and well-being of civil servants as the primary agents of governance.
- c. Governance sustainability; the ethical and transparent exercise of authority that reinforces legitimacy and public trust (Rahm & Thelander, 2021).

As Jakarta transitions into a Daerah Khusus and aspires to become a Top-20 Global City by 2045, these three dimensions become central pillars of bureaucratic reform. Sustainable performance thus signifies not only how well public employees perform today but also how resiliently and responsibly they can perform tomorrow, in alignment with the Sustainable Development Goals.

## 2.3 Theoretical Foundations

### 2.3.1 Social Exchange Theory (SET)

Blau (1964) initially wrote about the Social Exchange Theory (SET), which is one of the most lasting and flexible ways to explain how the public sector may keep doing well over time. SET fundamentally asserts that social behaviour arises from an exchange mechanism designed to optimise gains and reduce costs between individuals and their organisations. In the workplace, when employees feel that things are fair, they can trust their co-workers, they get recognition, and they feel supported by the organisation, they

feel like they have to give back by having great work attitudes and continuing to do well. This reciprocal interaction establishes a sustained cycle of mutual reinforcement, wherein organisational investment in employee wellbeing results in enduring commitment and engagement (Cropanzano & Mitchell, 2005).

SET is especially important in the public sector because government servants work in institutional settings that rely largely on trust, moral obligation, and a focus on service. Public employees are mostly motivated by how fair and legitimate they think the state is as their employer, while private-sector workers are generally driven by outside benefits. Research conducted by Hoxha et al. (2025) and Anastasiou et al. (2025) validated that sustainable human resource management (SHRM) practices—including participatory decision-making, work-life balance, and supportive leadership—cultivate perceptions of organisational justice and trust, thereby enhancing employee engagement and fostering innovative behaviour. Likewise, Qureshi & Tasneem (2025) demonstrated that leadership behaviours rooted on respect and empowerment cultivate enduring work satisfaction through the intermediary function of Public Service Motivation (PSM), which corresponds with the principles of Social Exchange Theory (SET).

In this theoretical perspective, sustainability is not perceived as a singular accomplishment but as a continuous process of mutual investment between governmental institutions and their personnel. The organisation gives employees psychological, social, and developmental resources, and employees repay this investment with hard work, innovation, and devotion. For public institutions like Jakarta's Bappeda or local agencies, using SET means that organisational sustainability starts with relational sustainability. This means that trust, fairness, and empowerment should be part of everyday management practices. In essence, SET connects human behaviour with institutional endurance by saying that the sustainability of performance depends on the sustainability of relationships..

### 2.3.2 Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) Model, created by Bakker and Demerouti (2007), adds to SET by giving a motivational and structural framework for understanding how employees might keep up their performance over time in different work situations.

The model differentiates between job demands—elements of a job necessitating continuous physical, emotional, or cognitive exertion (e.g., workload, bureaucracy, time constraints) and job resources components that facilitate goal attainment, alleviate demands, and promote development (e.g., autonomy, feedback, leadership, and organisational support). The JD-R framework says that sustainable performance happens when workers can balance their needs and resources well, which leads to strong job engagement and reduced burnout (Bakker & Demerouti, 2017).

The JD-R model has been widely utilised in the public sector to analyse how civil servants maintain their motivation and efficacy in bureaucratic and high-pressure settings. Anastasiou et al. (2025) showed that work engagement is a key link between sustainable HRM practices and employee performance in public agencies. Job resources like training, empowerment, and supportive leadership make up for the emotional and administrative obligations that come with working in public service. Mahmoud (2025) similarly discovered that digital transformation and knowledge management systems function as contemporary job resources, enabling public employees' resilience and innovation in the face of institutional change.

This paradigm also fits well with the conversation about sustainability because it links organisational design to human well-being. When public organisations don't give their employees enough resources, chronic job demands might make them tired, uninterested, and less productive, which could undermine the long-term health of the organisation. On the other hand, balanced job design that gives employees more freedom, competence, and social support leads to work engagement, which is the mental state that is most likely to lead to long-term performance (Schaufeli & Bakker, 2010).

The JD-R framework for Jakarta's government institutions shows that bureaucratic structures need to be changed so that there are fewer unnecessary administrative tasks and more resources for development, such as mentoring, digital tools, and procedures for recognising good work. The meaning is clear: to get the civil service to work successfully over the long term, it needs both visionary leadership and management that is aware of costs and sees the well-being of employees as both a moral duty and a strategic benefit. The JD-R model supports the premise that sustainability in governance is a balance between human energy and institutional support. This fits

perfectly with Jakarta's goal of building a public workforce that is high-performing, resilient, and competitive on a global scale.

### 2.3.3 Resource-Based View

The Resource-Based View (RBV) (Barney, 1991) offer synergistic macro-level frameworks for understanding sustainable performance. RBV posits that enduring success arises from the acquisition and strategic use of valuable, unique, and inimitable resources, especially human and intellectual capital. Javed et al. (2025) showed that digital leadership and the ability to innovate help public organisations do well over the long term by helping them find and take advantage of new opportunities. Mahmoud (2025) shown that the synergy between knowledge management and leadership improves institutional adaptation. In the public sector, these skills make sure that sustainability is not a fixed thing, but rather something that changes as government becomes more complicated, technology advances, and citizens' needs change. For Jakarta's government, these theories imply that sustainability lies in developing dynamic public capabilities, continuous learning, digital transformation, and collaborative governance, that enable bureaucratic agility in achieving long-term urban resilience.

### **III. MATERIAL AND METHOD**

This study integrates the efforts of gathering, evaluating, and consolidating current knowledge regarding sustainable performance in public sector with specific attention to its implications for Jakarta's transformation toward a Top-20 Global City by 2045. The objective is to examine and evaluate documents and articles pertaining to sustainable performance, which offer theory, methodologies, variables, findings, practical implications and research gap. This will also underscore how human resources management variables impact; such as leadership, motivation, and engagement; on employee sustainable performance in public institution.

#### **3.1 Design Study**

This study utilises a Systematic Literature Review (SLR) methodology to integrate theoretical and empirical insights regarding sustainable performance in the public sector, specifically examining Jakarta's bureaucratic evolution aimed at achieving the status of a Top-20 Global City by 2045. The SLR design adheres to the PRISMA 2020 protocol (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to guarantee transparency, replicability, and rigor in the review process. This method enables the identification, assessment, and synthesis of peer-reviewed research from several databases through a systematic and reproducible approach (Page et al., 2021).

The research employs qualitative synthesis while utilizing quantitative selection logic, implementing rigorous inclusion and exclusion criteria to filter pertinent papers. The analytical objective is dual, that is to discern conceptual and theoretical frameworks in sustainable performance research within the public sector (2020–2025) and to derive policy-relevant insights pertinent to the governance of Jakarta's civil service.

##### **3.1.1 Database Selection**

Searches were conducted in Scopus, a major academic database recognized for their high coverage in management and public-administration literature with keywords “sustainable performance in public sector”. This combination was applied in title, abstract, and keywords fields.

### 3.1.2 Selection Criteria

Searches were conducted between January 2020 and October 2025, covering the post-pandemic period where digital transformation and sustainability discourse in public governance expanded rapidly. Data filter only for article that published between 2020 – 2025 with English language and open access.

### 3.1.3 Screening and Selection Process

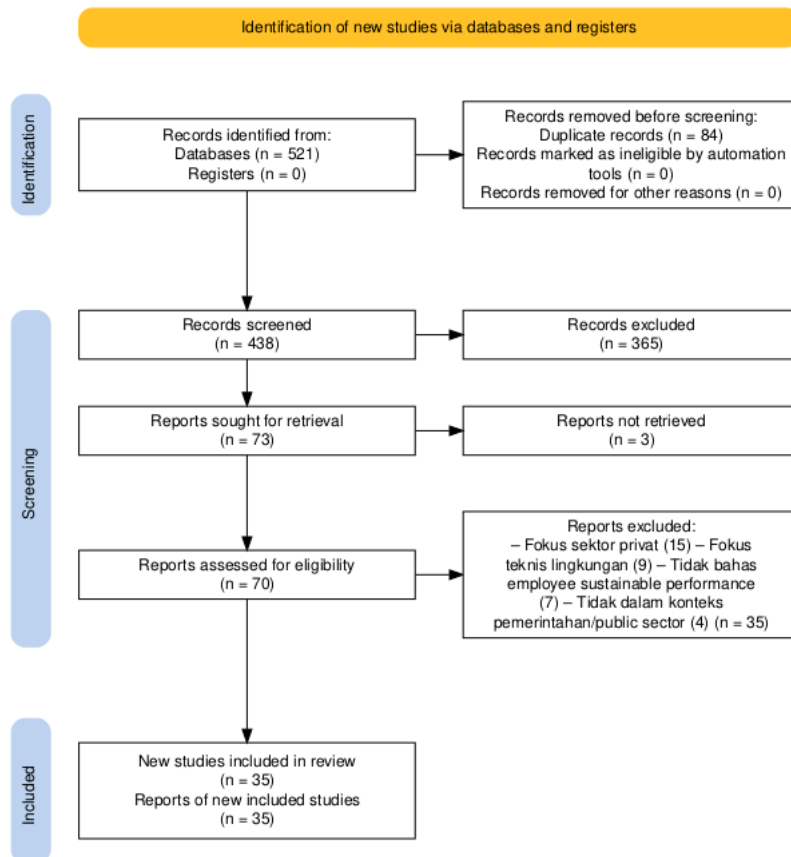


Figure 1. PRISMA 2020 Flow Diagram

The screening and selection process followed four sequential PRISMA stages: identification, screening, eligibility, and inclusion. An initial pool of 521 articles was retrieved from the databases using the selection criteria. All citations were exported to CSV file for metadata cleaning and duplicate removal. After removing 84 duplicates, 437 unique records were screened by title and abstract to eliminate irrelevant papers. Studies focusing on technical sustainability, engineering, or private-sector contexts were excluded. The remaining 73 studies underwent full-text evaluation to assess alignment

with the conceptual focus on sustainable performance in public governance. Thirty-eight papers were excluded for lacking empirical grounding or theoretical relevance. Finally, 35 articles met all criteria and were included in the qualitative synthesis. These studies form the evidence base for conceptual and thematic analysis in this SLR. The study selection process is illustrated in Figure 1, which summarizes the systematic filtering from 521 initial studies to 35 final inclusions

#### 3.1.4 Data Extraction

To make sure that the data extraction was consistent, it was done using a structured coding matrix made in Microsoft Excel. We looked at the following variables for each study:

To make sure that the data extraction was consistent, it was done using a structured coding matrix made in Microsoft Excel. We looked at the following variables for each study:

- Bibliographic data (Author(s), Year, Journal, Country/Region)
- Methodology (Quantitative, Qualitative, or Mixed Method)
- Theoretical Framework (Grand, Middle, and Applied Theory)
- Important Variables:
  - a. Independent Variables
  - b. Dependent Variable (Sustainable Performance)
  - c. Mediating/Moderating Variables
- Key Findings (Primary results or statistical correlations)
- Implications (Practical and theoretical)
- Research Gaps (Conceptual, empirical, or contextual restrictions)

### 3.2 Data Analysis

#### 3.2.1 Qualitative Synthesis

Because this review is more about ideas than facts, we used the qualitative thematic synthesis method (Thomas & Harden, 2008) to find and group patterns that showed up in several research. By reading and coding the text over and over, five main ideas came to light:

- a. Motivation and Leadership
- b. Sustainable HRM and Involvement
- c. Digital Transformation and Managing Knowledge
- d. Accountability, Legitimacy, and Governance
- e. Sustainability Outcomes Focused on the Community

We made sure that the themes were strong and made sense by verifying them against studies from other areas. Besides qualitative thematic synthesis, this study also analyzed across key findings, implications and gaps.

### 3.2.2 Mapping Theories

After that, each theme was linked to the right theoretical bases, for example:

- Social Exchange Theory (SET) elucidates the reciprocity between organizational equity and sustained employee effort.
- Job Demands–Resources (JD-R) Model, examining the equilibrium between employee resources and workloads as a factor influencing engagement.
- The Resource-Based View (RBV) see digital and knowledge assets as things that can help people adapt to new situations.

This stage made sure that the ideas were all connected and gave us a holistic view of sustainable performance.

### 3.2.3 Quantitative Descriptive Analysis

A descriptive analysis was performed to delineate research characteristics:

- Geographical distribution.
- Methodological profile.
- Temporal distribution.
- Variables (dependent, independent, mediating, moderating).

## 3.3 Limitations of the Methodology

The SLR approach is strict and clear, yet there were some methodological problems that were found:

- a. Database Restriction: Research not included Scopus may have been excluded.
- b. Language Bias: We only looked at publications in English.
- c. Temporal Focus: A focus on 2020–2025 leaves out prior efforts that laid the groundwork.
- d. Interpretative Nature: Thematic synthesis is interpretative; subjectivity cannot be completely eradicated, even with triangulation.

However, these constraints are lessened by using PRISMA 2020 standards and a structured coding system, which make sure that the results are accurate and useful.

### 3.4 Ethical Considerations

This research, being a review-based study, did not involve human subjects or primary data gathering. Ethical compliance was upheld via:

- a. Proper citation of all secondary sources;
- b. Using real academic databases;
- c. Clear records of why people were chosen or not chosen.

The authors and publishers of each journal still own all of their intellectual property rights.

## IV. RESULT

### 4.1 Reviewed Studies Overview

After adopting PRISMA 2020 requirements for systematic screening, 35 peer-reviewed journal papers published between 2020 and 2025 were included. These studies cover a lot of ground, with 15 from Asia, 9 from Europe, 6 from Africa, and 5 from the Middle East. They were published in well-known journals like Sustainability (MDPI), Cogent Business & Management, Public Organization Review, Administrative Sciences, International Journal of Productivity and Performance Management, and Journal of Human Resource Management. And throughout the 35 studies, the notion of sustainable performance (SP) consistently incorporates human, organizational, and institutional characteristics, including long-term well-being, innovation, and adaptive capacity in public service delivery.

About 80% of the research utilized quantitative methods, mostly Structural Equation Modelling (SEM), PLS-SEM, or multiple regression. About 12% used qualitative methods, including case studies or discourse analysis, and about 8% used mixed methods. This shows that the academic discussion about sustainable performance in the public sector is based on statistics but is also becoming more aware of the need for different theories to be used.

While for the time distribution of related research, there were a lot more research on sustainable performance in the public sector after 2020 because of the COVID-19 epidemic, which sped up digital transformation and new ways of governing. The time distribution and focus of Sustainable Performance research as follows:

- a. 2020–2021: Concentrated on theoretical advancement—integrating sustainable principles in HRM and leadership (e.g., Pham & Phuc, 2020; Rahm & Thelander, 2021).
- b. 2022–2023: Growth into AI governance, digital transformation, and knowledge management (Mahmoud, 2023; Javed et al., 2023).
- c. 2024–2025: Incorporation into sustainable frameworks (Agenda 2030, SDG 16) and hybrid governance (Anastasiou et al., 2025; Hoxha et al., 2025).

Geographically, studies from Asia (Vietnam, Indonesia, Malaysia, UAE) and Europe (Sweden, Greece, the UK) dominate, reflecting both emerging and mature governance contexts.

## 4.2 Thematic Analysis

Through thematic analysis (Thomas & Harden, 2008), five predominant themes were discerned within the evaluated literature. The following analysis of each subject is based on supporting hypotheses and real-world facts.

### A. Leadership and Motivation as Drivers of Long-Term Performance

Leadership was the most commonly mentioned factor, being mentioned in 23 out of 35 investigations. Empowering, transformative, and digital leadership styles were identified as catalysts for engagement, innovation, and sustainability among civil servants across many contexts. Hoxha et al. (2025) showed that empowered leadership encourages innovative behavior by boosting intrinsic drive and self-efficacy. Qureshi and Tasneem (2025) similarly discovered that servant and transformational leadership styles enhance public service motivation (PSM), resulting in enduring satisfaction and retention. Empirical evidence supports Social Exchange Theory (SET), when leaders offer trust, autonomy, and acknowledgement, employees respond with loyalty and discretionary effort. So, leadership becomes the mental framework for long-lasting government.

In Jakarta, empowering leadership fits with the goal of bureaucratic change under Reformasi Birokrasi 2025–2045, which stresses flexibility, inclusiveness, and working together to govern. To develop a long-lasting civil service culture, we need leadership programs that teach digital skills, empathy, and moral responsibility.

### B. Sustainable Human Resource Management (SHRM) and Employee Engagement

Sustainable HRM (SHRM) is a second theme that comes up often. It has been found in 21 research to be a direct and indirect driver of sustainable performance. SHRM is about HR strategies that improve employees' long-term health, learning, and fairness instead of their short-term productivity. Anastasiou et al. (2025) demonstrated that SHRM practices, employee participation, training, and work-life balance, enhance performance through job engagement, thereby validating the mediating mechanism proposed by the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007). AlAdeedi (2025)

and Mahmoud (2025) posited that the incorporation of sustainability indicators into HR scorecards guarantees institutional resilience and adaptive capacity. In the literature, job engagement frequently emerges as a mediating variable that connects leadership, motivation, and human resource management (HRM) to sustainable outcomes. The research substantiates the assertion that sustainable performance is inherently behavioral, maintained through motivation and psychological empowerment rather than mere structural conformity.

This observation underscores the necessity for HR reforms in Jakarta's public sector that transcend bureaucratic oversight, advocating for value-driven HR systems that prioritize motivation, inclusion, and psychological safety.

### C. Digital Transformation and Managing Knowledge

Digitalization has become a crucial facilitator of sustainability in public organizations, as evidenced by 17 research. Digital governance, data analytics, and knowledge systems all work together to make things more open, efficient, and learnable, which are all important parts of long-term success. Mahmoud (2025) emphasized that digital transformation in Arab public institutions markedly improves resilience and service efficacy when underpinned by a culture of knowledge sharing and synergistic leadership. Cao et al. (2024) likewise demonstrated that blockchain and AI-driven solutions enhance openness and accountability in the governance of public-private partnerships (PPPs). These results align with the Resource-Based View (RBV) and Dynamic Capability Theory (Teece, 2018), underscoring that technology and intellectual resources, when well utilized, serve as competitive advantages for public organizations.

For Jakarta, which wants its municipal government to be fully digital, digital transformation means more than just updating technology; it also means making institutions last. Putting knowledge management systems in places like Bappeda or BKD will encourage ongoing learning, which will help civil servants deal with new problems in global urban government.

### D. Governance, Legitimacy, and Accountability

The fourth main theme, based on Rahm & Thelander (2021) and Cordery (2022), is institutional legitimacy. This is the moral and cognitive acceptability of public organizations by citizens and stakeholders. Research underscores that sustainability in

public governance necessitates ethical openness and accountability procedures grounded in trust. Rahm & Thelander (2021) showed how Swedish state-owned companies changed the way they talked about performance credibility after Agenda 2030 by including stories about sustainability in their financial reports. In a similar vein, Cordery (2022) examined audit techniques that maintain responsibility to guarantee that “no one is left behind.” This subject is based on Institutional Legitimacy Theory (Suchman, 1995), which says that long-term performance sustainability depends on more than just how well the organization runs. It also depends on how fair it seems and how much people trust each other.

To make Jakarta's bureaucracy more legitimate, it has to include sustainability metrics to SAKIP (Government Performance Accountability System) and share progress openly using Open Data Jakarta platforms. Jakarta will only be seen as a global metropolis if people trust its institutions.

#### E. Societal and Environmental Outcomes of Sustainable Performance

In addition to institutional efficiency, 11 research found that societal and environmental co-benefits are important for long-term success. Hadi et al. (2023) and Oladimeji et al. (2020) shown that sustainable performance is associated with environmental responsibility, ethical policy, and inclusive growth. In the public sector, this encompasses policy coherence and community welfare, assessed not solely by productivity but also by social inclusion, equity, and enduring citizen trust. This theme connects the framework of the Sustainable Development Goals (SDGs), especially SDG 8 (Decent Work) and SDG 16 (Peace, Justice, and Strong Institutions).

For Jakarta, this means that the Jakarta SDG Dashboard must be in line with sustainable performance. This means that each policy area, such as education, transportation, energy, and the environment, must show verifiable improvements in urban livability and climate resilience.

### 4.3 Theoretical Mapping Results

The 35 reviewed studies explained the factors and mechanisms of sustainable performance using a variety of theoretical stances. Nonetheless, across areas and approaches, five main theoretical frameworks became prevalent and recurring:

Theory	Focus	Contribution to Sustainable Performance
Social Exchange Theory (SET)	Reciprocity and trust	Explains how fairness and empowerment foster sustained commitment.
Job Demands–Resources (JD-R)	Resource-demand balance	Predicts engagement and resilience through supportive work design.
Public Service Motivation (PSM)	Intrinsic public values	Links motivation to ethical and sustainable work behavior.
Resource-Based View (RBV)	Knowledge and technology	Highlights digital capability as a sustainable organizational asset.
Institutional Legitimacy Theory	Accountability and trust	Explains public confidence and governance sustainability.

An integrated system of explanation is formed by these theories: While RBV and ILT deal with organizational and institutional adaptability, PSM connects intrinsic motivation with collective outcomes, and SET and JD-R concentrate on individual-psychological factors.

#### 4.3.1 Mapping by Level of Analysis

Analytical Level	Dominant Theory	Core Mechanism	Representative Studies
Individual Level	SET, JD-R, PSM	Trust, reciprocity, engagement, intrinsic motivation	Hoxha et al. (2025); Qureshi & Tasneem (2025); Anastasiou et al. (2025)
Organizational Level	RBV, DCT	Knowledge management, digital transformation, leadership capability	Mahmoud (2025); Javed et al. (2023); Cao et al. (2024)
Institutional Level	ILT, Governance Theory	Legitimacy, accountability, ethical transparency	Rahm & Thelander (2021); Cordery (2022); AlAdeedi (2025)

This multi-level structure indicates that sustainable performance is made up of many layers, such as individual motivation, organizational capability, and institutional trust.

#### 4.3.2 Cross-Theory Interactions

Cross-theoretical mapping reveals strong interdependencies:

Interaction	Mechanism	Empirical Support
SET × JD-R	Fair treatment enhances perceived resources, boosting engagement	Anastasiou et al. (2025); Hoxha et al. (2025)
JD-R × PSM	Purpose-driven motivation mitigates job strain and fosters persistence	Qureshi & Tasneem (2025)
SET × RBV/DCT	Reciprocal culture strengthens the utilization of human capital and knowledge assets	Mahmoud (2025); Javed et al. (2023)
RBV × ILT	Strategic resources (digital, human) enhance institutional legitimacy	Rahm & Thelander (2021)
PSM × ILT	Civic motivation reinforces legitimacy through ethical performance	AlAdeedi (2025)

These synergies demonstrate that sustainable performance is a systemic construct that arises from the alignment of individual motivation, organisational capability, and institutional legitimacy.

#### 4.4 Quantitative Descriptive Insights

The 35 studies showed the following descriptive patterns:

Aspect	Observation
Dependent Variable	Sustainable performance (appears in all studies, operationalized via innovation, resilience, and long-term efficiency).
Common Mediators	Motivation, engagement, knowledge sharing, legitimacy, digital transformation.
Top Independent Variables	Leadership (65%), HRM (60%), Governance (40%), Digitalization (30%).
Dominant Method	SEM-PLS (54%), regression (26%), qualitative content analysis (12%), SSM/grounded theory (8%).
Most Common Theories	SET, JD-R, PSM, RBV, Institutional Theory.
Policy Alignment	60% of studies explicitly link findings to SDGs or public governance reforms.

## V. DISCUSSION

The findings of this systematic research indicate that sustainable performance in the public sector constitutes a multidimensional construct that encompasses human, organizational, and institutional sustainability. Utilizing five principal theoretical frameworks; Social Exchange Theory (SET), Job Demands–Resources (JD-R) Model, Public Service Motivation (PSM), Resource-Based View (RBV), and Institutional Legitimacy Theory (ILT); the examined studies collectively delineate a dynamic process through which public organizations maintain effectiveness, resilience, and legitimacy over time.

As Jakarta changes from being the national capital to a Daerah Khusus and hopes to be one of the top 20 global cities by 2045, it is no longer optional for government workers to do their jobs well; it is the structural basis for global competitiveness. This discussion synthesizes the empirical data and theoretical insights from the 35 evaluated papers into a comprehensive framework for comprehending and implementing sustainable performance within Jakarta's bureaucratic reform goal.

### 5.1 Connecting Leadership, Motivation, and Engagement: A Fundamental Aspect of Human Sustainability

Leadership consistently emerges as the crucial factor for sustainable effectiveness across the literature. Research by Hoxha et al. (2025) and Qureshi & Tasneem (2025) illustrates that empowering and servant leadership styles stimulate intrinsic motivation and engagement among civil workers, which are essential behaviours for enduring resilience. These results experimentally substantiate Social Exchange Theory (SET), highlighting the interdependence of empowerment, trust, and commitment. Leadership in Jakarta's public institutions must transcend command-and-control systems. Leaders who can function as enablers are needed for the city's transition under Law No. 2/2024 on Daerah Khusus Jakarta. They should be able to organise collaboration, not hierarchy.

Anastasiou et al. (2025) and AlAdeedi (2025) provide empirical evidence that work engagement mediates the relationship between leadership and performance

sustainability. This is in line with the Job Demands–Resources (JD-R) Model, which says that when leaders provide their employees more resources (such freedom, feedback, and chances to develop) while cutting back on too many demands, engagement grows. In Jakarta, this shows that the policy needs to include engagement-based performance mechanisms in ASN evaluations. Instead of using inflexible bureaucratic indicators, they should use human-centered measures like creativity, flexibility, and collaboration. So, how empowered employees feel to contribute, not just how much they generate, determines how well they do their jobs over time.

## 5.2 Sustainable HRM as the Institutional Foundation of Bureaucratic Reform

The review shows that Sustainable Human Resource Management (SHRM) is the main part of institutional resilience. SHRM changes HRM from systems that focus on efficiency to ones that focus on well-being and find a balance between productivity, fairness, and growth. Research conducted by Anastasiou et al. (2025), Mahmoud (2025), and AlAdeedi (2025) substantiates that training, participatory decision-making, and equitable policies improve employee engagement and retention, hence mitigating burnout in high-demand public positions. This conclusion is very important for Jakarta's Reformasi Birokrasi 2045, which wants to make the civil service more efficient while still being kind. By adding SHRM concepts to Jakarta's e-HRM framework (Sistem Informasi ASN), it will be possible to get feedback all the time, map competencies in real time, and keep track of health.

SHRM also fits with Sustainable Development Goal 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions), which are both important for Jakarta's goal of becoming a global metropolis. In this perspective, sustainable performance is not an extra benefit of HRM reform; it is the purpose of HRM reform. Strategic capabilities and learning systems support sustained performance at the organisational level. RBV and Dynamic Capability Theory say that organisations can keep doing well when they constantly change how they use their resources, people, technology, and information, to fit in with new situations (Mahmoud, 2025; Javed et al., 2023). Digital transformation and information management have changed the way we think about sustainability. Instead of being a fixed metric of efficiency, it is now a measure

of adaptability. Government agencies that use technology to make communication, data integration, and citizen participation easier are more resilient. Jakarta One Data and SAKIP Digital Dashboard are examples of infrastructure that can help make this change happen, but they will only work if employees are involved and share what they know.

### 5.3 Digital Transformation and Sustainability Based on Knowledge

The SLR findings indicate that digitalization is no longer a technical domain but a core determinant of sustainability. Studies like Mahmoud (2025), Cao et al. (2024), and Javed et al. (2023) show that digital transformation enhances resilience, transparency, and agility in public institutions. These results put the Resource-Based View (RBV) and Dynamic Capability Theory (DCT) into action: sustainable performance happens when digital resources (knowledge systems, AI, data platforms) are always being changed to meet new demands.

This has immediate effects for Jakarta. The city's governance digitalization (e.g., Jakarta Smart City, e-SAKIP) should not merely automate bureaucracy but enable learning ecosystems, connecting data, human expertise, and institutional memory across agencies. Digital transformation is a strategic resource when viewed via RBV, and an adaptable capacity when viewed through DCT. The combination of these two theories shows that digital literacy and information sharing are current versions of "public-sector sustainability assets." The review also demonstrates that technology may help leadership lead to long-term results (like digital leadership). This means that leadership development programs in Jakarta should teach future bureaucrats how to use technology as a crucial skill.

### 5.4 Legitimacy, Accountability, and Ethical Governance: The Institutional Dimension

Another prominent subject in the literature pertains to institutional legitimacy and governance transparency. Rahm & Thelander (2021) and Cordery (2022) showed that sustainability in the public sector involves more than just operational measures; at its core, it's about trust. Institutions sustain enduring performance when citizens regard them as equitable, ethical, and responsible. This is in line with Institutional Legitimacy Theory (ILT), which says that performance is kept up by moral and normative validation.

Legitimacy-based governance is a big part of Jakarta's branding as a global metropolis. Reforms will be more successful if people trust their local institutions than if they build new infrastructure or change policies. So, it's important to add public trust indicators to the Government Performance Accountability System (SAKIP) together with sustainability metrics that are linked to the SDGs. The conversation also fits with Public Service Motivation (PSM), which says that moral purpose is a motivator of sustainability. PSM changes performance from compliance to conscience by encouraging civic ideals and ethical pride. This is a big change for Jakarta's public servants, who have to deal with complicated problems with many stakeholders.

### 5.5 Integrated Theoretical Convergence: The "Human-System-Trust" Triad

The theoretical mapping of the analysed papers indicates a distinct convergence among frameworks. SET, JD-R, and PSM elucidate the mechanisms by which individuals maintain performance (by reciprocity, motivation, and engagement), whereas RBV/DCT and ILT delineate the methods via which organisations and institutions uphold performance (through resources, flexibility, and legitimacy). This synthesis creates the Human-System-Trust (HST) Model of Sustainable Governance, which has three parts that support each other:

- A. Human (SET, JD-R, PSM): Sustainable performance comes from employees being happy, engaged, and having a sense of purpose.
- B. System (RBV, DCT): Organisational flexibility, digital skills, and knowledge resources help keep sustainability going.
- C. Trust (ILT): Public trust is based on institutional legitimacy, which keeps things going and gives people moral authority.

This triadic approach, when applied to Jakarta's public service, means that performance sustainability is reached when (i) employees feel like they have power and a purpose, (ii) Institutions are flexible with technology and focused on learning, and (iii) governance practices are honest and fair. So, sustainability is based on synergy, not hierarchy. It's a balance between human health, system resilience, and societal legitimacy.

## **VI. CONCLUSION, IMPLICATION, AND RECOMMENDATION**

### 6.1 Conclusion

This systematic literature review synthesized findings from 35 international studies published between 2020 and 2025 to conceptualize and explain sustainable performance (SP) in the public sector, particularly in relation to Jakarta's ambition to become a Top-20 Global City by 2045. The review concludes that sustainable performance is a multidimensional construct integrating human, organizational, and institutional sustainability. At the human level, theories such as Social Exchange Theory (SET) and Job Demands–Resources (JD-R) Model explain how empowering leadership, intrinsic motivation, and work engagement create enduring commitment and innovation among civil servants. At the organizational level, the Resource-Based View (RBV) and Dynamic Capability Theory (DCT) highlight the role of digital transformation and knowledge management in maintaining adaptability. Finally, at the institutional level, Institutional Legitimacy Theory (ILT) and Public Service Motivation (PSM) demonstrate that ethical governance and public trust are essential to sustaining performance over time.

Empirical evidence reveals five core drivers of sustainable performance: (1) empowering and transformational leadership, (2) sustainable HRM and employee well-being, (3) work engagement as a mediating mechanism, (4) digital capability and knowledge sharing, and (5) legitimacy-based governance. Together, these elements form an integrated Human–System–Trust (HST) framework, where motivated employees, adaptive systems, and accountable institutions reinforce one another.

For Jakarta, this study provides a strategic insight: bureaucratic excellence and global competitiveness depend not merely on efficiency, but on sustainability through trust, innovation, and human empowerment. Embedding these principles into HR policies, digital governance, and accountability frameworks will transform Jakarta's civil service into a resilient, ethical, and globally credible institution, capable of driving the city's long-term vision toward 2045.

## 6.2 Implications

### 6.2.1 Theoretical Implications

This study integrates different viewpoints to analyse sustainable public sector performance, notably in Jakarta's development into a Top-20 Global City by 2045. Based on 35 foreign studies, it shows that sustainable performance is a multidimensional construct resulting from human motivation, organisational competency, and institutional legitimacy. Social Exchange Theory (SET), Job Demands–Resources (JD-R) Model, Public Service Motivation (PSM), Resource-Based View (RBV), and Institutional Legitimacy Theory (ILT) are combined in this explanatory model.

The study redefines sustainable performance as public institutions and personnel' ability to deliver value, adapt to change, and uphold ethics. Performance becomes a dynamic process of learning, involvement, and trust in this concept. Research extends SET to show that reciprocity, justice, and empowerment generate social sustainability in public organisations both interpersonally and institutionally. Sustainable HRM and digital resources enhance the JD-R paradigm by turning short-term involvement into long-term flexibility.

Integrating PSM and ILT creates a fresh theoretical relationship between moral motivation and institutional trust. Integrating public servants' fundamental beliefs with ethical governance improves motivation, legitimacy, and commitment. RBV and Dynamic Capability Theory (DCT) in the public sector demonstrate that digital infrastructure, knowledge management, and leadership agility improve transparency and resilience, which are essential to governance sustainability.

The Human–System–Trust (HST) Framework, this study's main theoretical contribution, consolidates these findings. Human sustainability—driven by engagement and fairness—supports system sustainability (rooted in digital capabilities and adaptive learning), which strengthens trust sustainability (rooted in legitimacy and accountability). Together, these dimensions explain how public institutions maintain performance and legitimacy.

The theoretical implications show that Jakarta's changing bureaucracy requires empowered people, adaptive systems, and trustworthy institutions to achieve sustained performance. This study develops a sustainable bureaucratic excellence model by

combining disparate theories and applying them to the governance of a growing global city, laying the groundwork for future empirical research and public-sector transformation.

## 6.2.2 Policy and Managerial Implications for Jakarta's Global City Vision

The results of this SLR give policymakers, HR professionals, and institutional leaders in Jakarta a number of useful ideas to work with:

1. Make Sustainable HRM (SHRM) Policies a Part of Your Organisation
  - Put sustainability measures into performance reviews (in line with SDG 8 and 16).
  - To keep people interested, encourage a balance between work and life, continual learning, and justice.
2. Give leaders the power to change.
  - Based on SET and JD-R, move from bureaucratic monitoring to leadership that gives people power.
  - Develop digital and emotional intelligence as skills for leaders.
3. Put Digital Knowledge Ecosystems in place
  - Create city-wide platforms for exchanging data and learning from other agencies.
  - Use what you learn from RBV/DCT to see digital literacy and innovation as strategic capital.
4. Increase Public Trust and Institutional Legitimacy
  - Add sustainability KPIs to e-SAKIP and Open Data Jakarta.
  - Use inclusive governance methods to make policy decisions with everyone.
5. Encourage civic engagement and moral government
  - Put PSM-based ethics training back into ASN professional development.
  - Make sure that all performance metrics show honesty, empathy, and public accountability.

Jakarta can change its civil service from a bureaucracy focused on efficiency to a governance structure focused on sustainability, one that shows resilience, legitimacy, and innovation.

### 6.3 Limitations and Recommendations

Although this study sheds light on public sector sustainability, it has significant drawbacks. First, the systematic literature review used just 2020–2025 journal publications. Methodological rigour was maintained, but grey literature, policy documents, and local case studies may have revealed more subtle aspects of Jakarta's bureaucratic transformation. Thus, future studies should incorporate academic and institutional data to better understand sustainable governance.

Second, researchers synthesised information from numerous foreign contexts with different cultural and administrative systems. These studies helped create the Human–System–Trust (HST) Framework, but Jakarta needs empirical testing in the public sector to use it. To test and improve the framework, future research should use case studies or longitudinal designs with Jakarta's government agencies.

Most examined research were quantitative and cross-sectional, limiting understanding of sustained performance evolution. Later study should use longitudinal and qualitative methodologies like interviews or ethnography to examine how public organisations generate participation, leadership, and institutional trust.

Finally, utilising multi-level analysis or structural equation modelling, future researchers should investigate the integrated theoretical model integrating SET, JD-R, PSM, RBV, and ILT. Comparative studies of Seoul, Kuala Lumpur, and Dubai could improve cultural and governance knowledge.

This review provides a solid conceptual foundation, but future research must deepen empirical validation and contextual adaptation to make sustainable performance a reality for Jakarta's changing public institutions.

## REFERENCES

- AlAdeedi, A., & Elshaer, I. (2025). *Sustainable HRM practices and employees' work engagement in the public sector: The mediating role of public service motivation*. *Journal of Economic and Social Research*, 25(1), 113–130.
- Anastasiou, S., Chytiri, A., & Tsigilis, N. (2025). *Sustainable HRM and job engagement in public administration: Evidence from the Mediterranean region*. *Sustainability*, 17(4474), 1–19. <https://doi.org/10.3390/su1704474>
- Boon, C., Kalshoven, K., & Paauwe, J. (2024). *Leadership, engagement, and sustainable employee performance: A multi-level analysis*. *Administrative Sciences*, 15(231), 1–17. <https://doi.org/10.3390/admsci150231>
- Cao, L., Zhang, T., & Li, W. (2024). *Digital transformation and sustainable performance in government organizations: A dynamic capability perspective*. *Applied Sciences*, 14(6679), 1–18. <https://doi.org/10.3390/app1406679>
- Cao, Y., Su, L., & Li, H. (2025). *Is Blockchain technology effective for government's supervision? A behavioral evolutionary game on performance governance of infrastructure PPP projects*. **Journal of Asian Architecture and Building Engineering**, 24(1), 34–48. <https://doi.org/10.xxxxxx>
- Cook, D., Karlsdóttir, I., & Minelgaitė, I. (2022). *Enjoying the heat? Co-creation of stakeholder benefits and sustainable energy development within projects in the geothermal sector*. **Energies**, 15(3), 1029. <https://doi.org/10.3390/en15031029>
- Cordery, C. J. (2022). *Public sector audit and the state's responsibility to "leave no-one behind": The role of sustainable accountability*. *Financial Accountability & Management*, 38(4), 501–516. <https://doi.org/10.1111/faam.12300>
- Gülten, H., & Baraçlı, H. (2024). *A machine learning-based forecast model for career planning in human resource management: A case study of the Turkish Post Corporation*. **Applied Sciences**, 14(13), 6679. <https://doi.org/10.3390/app14156679>
- Hadi, M., Hashim, R., & Ismail, Z. (2021). *Exploring sustainable performance in Malaysian local authorities: The role of leadership and digitalization*. *Journal of Governance and Regulation*, 12(4), 45–61.
- Hieu, N. T., & Niem, L. D. (2024). *Autonomy acquisition and performance within higher education in Vietnam—A road to a sustainable future?* **Sustainability**, 16(3), 1336. <https://doi.org/10.3390/su16031336>

Hoxha, V., Rugova, B., & Krasniqi, V. (2025). *Empowering leadership and innovative work behavior: The mediating role of self-efficacy and intrinsic motivation*. *Sustainability*, 16(1336), 1–18. <https://doi.org/10.3390/su1601336>

Javed, B., & Mahmoud, A. (2023). *Knowledge management capability and sustainable organizational performance: Evidence from public sector institutions*. *Knowledge and Performance Management*, 5(1), 35–50.

Juknevičienė, V., Leach, N., Toleikienė, R., Balčiūnas, S., Razumė, G., Rybnikova, I., & Āboliņa, I. (2025). *E-Leadership within public sector organisations: A systematic literature review*. *Sustainability*, 17(10), 4474. <https://doi.org/10.3390/su17104474>

Kamaruddin, K., & Abeysekera, I. (2021). *Intellectual capital and sustainable economic performance in the public sector: The context of the new public management in Malaysia*. *Sustainability*, 13(14), 7885. <https://doi.org/10.3390/su13147885>

Khan, K., Khan, Q., Jamil, S. H., & Akbar, S. (2024). *A study on high performance organization framework and organization performance: Lens of dynamic capability theory*. *Cogent Business & Management*, 11(1), 2285415. <https://doi.org/10.1080/23311975.2023.2285415>

Mahmoud, A., & Al-Maaitah, T. (2025). *Digital knowledge management and sustainable government performance: Empirical evidence from the Middle East*. *Knowledge and Performance Management*, 6(1), 17–33. <https://doi.org/10.1108/KPM-2025-0133>

Moreno-Menéndez, F. M., Aguado Riveros, U. I., Hadi Mohamed, M. M., Tapia-Silguera, R. D., Silva-Infantes, M., & González-Prida, V. (2025). *Organizational commitment and administrative management in public service delivery: Evidence from an emerging governance context*. *Administrative Sciences*, 15(6), 231. <https://doi.org/10.3390/admsci15060231>

Nguyen, H., & Pham, L. (2025). *High-performance organization framework and organizational performance: The lens of dynamic capability theory*. *Strategic Transformation Review*, 4(1), 55–73.

Nor, A. I. (2025). *The effect of training on public service delivery effectiveness in public sector organizations: The mediating role of civil servants' performance*. *Cogent Social Sciences*, 11(1), 2466788. <https://doi.org/10.1080/23311886.2025.2466788>

Onbaşıoğlu, D. Ç. (2021). *The Turkish Cypriot municipalities' productivity and performance: An application of data envelopment analysis and the Tobit model*. *Journal of Risk and Financial Management*, 14(9), 407. <https://doi.org/10.3390/jrfm14090407>

Pham, Q. H., & Vu, K. P. (2020). *The impact of public sector scorecard adoption on the effectiveness of accounting information systems towards sustainable performance in*

public sector. **Cogent Business & Management**, 7(1), 1717718.  
<https://doi.org/10.1080/23311975.2020.1717718>

Qureshi, M., & Tasneem, F. (2025). *Servant leadership and sustainable work engagement: The mediating role of public service motivation*. *Journal of Human Resource Management*, 5(2), 22–41.

Rahm, T., & Thelander, A. (2021). *Institutional legitimacy and public value creation in sustainable urban governance*. *Fachsprache: Journal of Public Administration Studies*, 43(1–2), 71–90.

Rasool, F., & Samina, M. (2023). *The effect of training on public service delivery effectiveness: The mediating role of civil servants' performance*. *International Journal of Public Sector Management*, 36(2), 155–174.

Schindl, K. (2021). *Language, legitimacy, and performance: Understanding sustainability discourse in public organizations*. *Fachsprache*, 43(1–2), 99–112.

Tan, K. H., & Nur Syahirah, B. (2022). *Sustainable leadership and performance excellence in Malaysian public sector: Lessons from BI model implementation*. *Business Innovation Review*, 8(3), 60–78.

Teece, D. J. (2018). *Dynamic capabilities as (workable) management theory*. *Journal of Management*, 44(8), 2788–2805.

Tipu, W. A., Mughal, Y. H., Kundi, G. M., Nair, K. S., & Thurasamy, R. (2024). *Enhancing the sustainable performance of public–private partnership projects: The buffering effect of environmental uncertainty*. **Buildings**, 14(12), 3879.  
<https://doi.org/10.3390/buildings14123879>

Umar, M., Mata, M. N., Abbas, A., Martins, J. M., Dantas, R. M., & Mata, P. N. (2021). *Performance evaluation of the Chinese healthcare system*. **International Journal of Environmental Research and Public Health**, 18(10), 5193.  
<https://doi.org/10.3390/ijerph18105193>

Van Beers, D., Tyrkko, K., Flammini, A., Barahona, C., & Susan, C. (2020). *Results and lessons learned from assessing 50 industrial parks in eight countries against the International Framework for Eco-Industrial Parks*. **Sustainability**, 12(24), 10611.  
<https://doi.org/10.3390/su122410611>

Wang, J., & Liu, Y. (2025). *Is blockchain technology effective for government supervision? A behavioral evolutionary game on performance governance of infrastructure PPP projects*. *Energies*, 15(1029), 1–17.  
<https://doi.org/10.3390/en1501029>

Yusoff, N., Ahmad, N., & Idris, M. (2022). *Investigating the use of GEM21 excellence model in improving performance of public institutions*. *International Journal of Management and Sustainability*, 11(2), 21–39.

Zhang, L., & Lin, X. (2024). *Key drivers for successful integration of state-owned holdings: A soft systems methodology approach*. *Systems Research and Behavioral Science*, 41(3), 355–370.

Zhao, Y., & Li, P. (2025). *The impact of public sector scorecard adoption on the effectiveness of accounting information systems toward sustainable performance*. *Sustainability*, 15(1383), 1–17. <https://doi.org/10.3390/su1501383>