

## **Sustainable Community Development as a Main Motive of Good Governance System and Ethical Presentation in a Developing Nation**

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**Abstract:** Sustainable development has been given special attention worldwide regarding the environment and preservation of natural resources. However, sustainable community development remains a little-explored area, specifically concerning power-dominant economies and as an ethical representation of managing a country's law and order situations. Therefore, the current study aims to determine the influence of power disruptions, that is, human and governance factors, on sustainable community development directly and indirectly via an underlying mechanism of public sector performance. To achieve the study objectives, the study adopted a quantitative research methodology with a random sampling technique by surveying 720 citizens of Indonesia. A statistical data analysis using structural equation modeling in SmartPLS showed that power disruptions negatively impacted public sector performance, leading to underdeveloped communities. The results also showed that high levels of social connections between public sector employees and citizens mitigated the negative influence of power disruptions on public sector performance leading to the sustainable development of culture and community. The current study adds value to the government science literature by combining the critical issue of power disruptions and sustainable community development in a single consolidated framework that considers the ethics of governing a nation. The results will also help policymakers and project-executing agencies discourage power disruptions and find solutions to damages caused at the planning stages.

**Keywords:** Power disruptions, sustainable community development, public sector performance, social connections, governance factors.

There is a need to ensure this sustainable development at the community level by considering the objectives and needs of all citizens (Haryani, 2021). Besides, preserving natural resources is a prime determinant of sustainable community development. More specifically, considering the importance of the energy crisis, communities face the issues of scarce resources (Ampon-Wireko et al., 2022). At the same time, the availability of clean water, an abundance of coal and oil resources, and the acquisition of uninterrupted electricity are vital for any country to improve its environmental performance and become a socially and economically strong nation (Kabeyi & Olanrewaju, 2022). Although sustainable community development is a dynamically discussed subject (Kunjuraman, 2022), scholarly debates are mostly confined to infrastructure sustainability without focusing on community development (Hussain et al., 2023).

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The community reflects a group of primary stakeholders in a system dealing with specific projects (Wilson et al., 2022). Such projects' success and failure broadly impact a local community's socioeconomic conditions (Syahza et al., 2020). Additionally, exponential population growth worldwide has increased the demand for natural resources, including modern energy and its link amenities to cater to individual needs worldwide (Ampon-Wireko et al., 2022). Consequently, social and economic demands to maintain certain living standards continuously rise. Due to the increasing demand linked with natural resources, most nations face a worldwide acknowledged energy crisis (Sun et al., 2022). This issue has also been raised in United Nations' proposed 17 sustainable development goals (SDGs), and goal number 7 is particularly linked with an assurance of access to sustainable, reliable, and affordable modern energy (Sharma et al., 2021). Hence, most nations worldwide strive to find effective and appropriate ways to extract, manage and utilize natural resources, especially electric energy, for financial purposes, business productivity, and to maintain a certain quality of life (Rasul et al., 2021).

Previously, most researchers have asserted the significance of natural resources. More specifically, they presented electricity as the core determinant of the economic development of a country (Ahmed et al., 2022). However, what factors influence the use and exploitation of such natural resources based on the power disruptions in the developing nation context has not been studied before (Hussain et al., 2023). Hence to address this literature gap, the current study mainly focuses on two dimensions of power disruptions, including human and governance factors and their impact on the public sector performance leading to sustainable community development. The current study has also considered social connections' moderating role in mitigating the negative influence of power disruptions on public sector performance. It further presents the significance of public sector employees' belongingness and sense of attachment to others to efficiently and effectively utilize natural resources at the government level in the public's best interest.

Moreover, previous research shows that power disruptions play a significant role in increased energy budgets, reduced business activities, disturbed balance in socioeconomic overhead, and reduced educational opportunities (Abedi et al., 2019). Likewise, power disruptions are important because they adversely affect local communities' social life by disturbing the outer and inner environments (Yavari & Zaker, 2019). The current study was conducted in the developing nation of Indonesia, where power disruptions have been reported due to government policy mismanagement (Handayani et al., 2019). Likewise, the human factor of power disruptions has been considered lethal in affecting various major decisions at government levels (Arifin, 2022).

Hence, the current study examines to what extent the power disruptions at Indonesia's human and governance levels affect the public sector performance, ultimately leading to decreased sustainable community development. The current study also adds to an understanding of the problem Indonesia faces due to power disruption affecting the quality of life (Kennedy, 2022). Thus, this research contributes to policymakers and practitioners by explaining the association between power disruption and community development and community problems and providing possible solutions. Hence, the main aims of the current study include the following;

- Examining the effect of power disruptions, that is, human and governance factors on public sector performance and sustainable community development;
- Examining the effect of public sector performance on sustainable community development;
- Investigating the mediating role of public sector performance between the association of power disruptions, that is, human and governance factors with sustainable community development; and

- Investigating the moderating role of social connections between the association of power disruptions, that is, human and governance factors, with public sector performance.

## Literature Review

### Power Disruptions

A well-defined social unit, like a group of people living in a small area sharing common values, interests, and needs and governed by the same regulatory body, reflects a community (Budihardjo et al., 2022). At the same time, sustainable development, as defined by the United Nations, is fulfilling the needs and requirements of the current generations with the resources available without affecting the abilities and needs of future generations (Yusuf et al., 2022). Researchers also signify sustainable development as the preservation of natural resources ensuring economic growth and environmental safety while considering the needs of different stakeholders living in a community (De Guimarães et al., 2020). Simultaneously, sustainable community development reflects the fulfillment of the community's needs under the available resources with the provision of prosperous life and maintenance of the environment (Goralski & Tan, 2022). It also presents the infrastructure building in the form of hospitals, educational institutions, water channels, power generation, and others (Powe, 2020).

All communities cannot build or maintain these mega projects government must step in and serve the community by providing social and infrastructure services like health and education (Aleixo et al., 2021), environmental services like emission control and waste management (Powe, 2020) and economic services like transportation (Wu et al., 2018). Such projects help ensures a community's long-term viability and survival. The countries that successfully attain these necessities and provide the basic infrastructure to the citizens are considered developed nations.

Power disruptions reflect the unauthorized use of power by certain members of society who are assigned authorities and have access to all the resources at the government level (Lozano et al., 2021). Previous research reports that organizations facing power disruptions are always the least productive and bear more financial costs (Anner, 2022). The same is the case with the government sectors, where power disruptions result in the loss of resources. Instead of attaining socioeconomic development, countries face the issues of meeting the citizens' basic needs (Hussain et al., 2023).

Previously, researchers have also affiliated power disruptions with low employee productivity (Kennedy, 2022). Similar to many other sectors Khan et al. (2022) of the tourism sector revealed that power deficiency due to power disruptions resulted from human factors. They further stated that the lack of a merit system and the employment of incompetent people due to power disruption negatively impact the performance of the whole tourism department in various regions.

The current study extends the previous findings in the Indonesian governance system and argues that power disruptions due to human factors like employees' negligence and inefficiency in dealing with natural resources may result in poor performance and decreased sustainable community development. Likewise, the lack of laws and regulations and the implementation of existing ones can also decrease public sector performance, leading to low sustainable community development. Hence, it is postulated that;

**H1:** Power disruptions, a) human factor and b) governance factor, negatively influence sustainable community development.

**H2:** Power disruptions, a) human factor and b) governance factor, negatively influence public sector performance.

## Public Sector Performance and Sustainable Community Development

Community development has been facing many challenges due to environmental issues worldwide, and natural resources are part of scholarly debates based on their nonrenewable nature and excessive use in most parts of the world (Rasul et al., 2021). Because infrastructure development in hospitals, educational institutions, roads, and recreational places, is the prime responsibility of government organizations rather than the community (Uralainis et al., 2022), most responsibility for executing such projects lies at the public sector level. In executing mega projects in the public sector, the role of employees is significant (Horvat et al., 2021). Hence, public sector performance has been considered a key determinant of the socioeconomic development of a nation. Similarly, regarding natural resource utilization, the responsibility lies with the public sector, and its performance is essential for sustainable community development (Streletskiy et al., 2019). Therefore, it is postulated that;

**H3:** Public sector performance positively influences sustainable community development.

### Public Sector Performance as a Mediator

Along with the direct association of power disruptions with sustainable community development, the current study suggests a mediatory mechanism via public sector performance. Sustainable community development is critical to determine the overall socioeconomic development of a nation (Syahza et al., 2020). In this context, natural resources play an essential role. For instance, in a study, World Bank reported that 3.04 billion people worldwide use biomass as a traditional energy resource, causing substantial environmental problems (Hussain et al., 2023). Forests are important in maintaining the natural order of things and environmental sustainability. However, people in rural areas often fulfill their energy needs by gathering wood from forests causing deforestation (Najicha et al., 2021). Forests are not only timber but also help conserve biodiversity and protect the soil (Järviö et al., 2018)—continuous deforestation results in natural disasters and flooding. Simultaneously, using wood for cooking causes indoor pollution resulting in a higher rate of morbidity and mortality yearly (Dida et al., 2022). Thus, there is always a dire need to find alternative modern energy solutions to deal with this lethal problem.

Power disruptions in many parts of the world result in the stoppage of many mega energy projects resulting in lease infrastructure building (Hussain et al., 2023), adversely affecting the lives of millions worldwide. This end-of-line failure depicts the incompetence of the public sector in dealing with the issues of the masses in socially deprived areas (Masud & Hossain, 2021). Once the natural resources are driven for the benefit of the people rather than confining them to the high gentry in a country, they reflect the high performance of the public sector and can result in the sustainable community development of that region. In light of the literature and logical arguments, it is postulated that;

**H4:** Public sector performance mediates the association of power disruptions a) human factor and b) governance factor with sustainable community development.

### Social Connections as a Moderator

Social connections present individuals' associations and a sense of belongingness with others, but these connections also reflect how an individual affiliates him/her with others (Haslam et al., 2022). Previously, research reports that when people feel socially connected, they indulge in search behaviors that benefit others. For instance, in the context of sustainable

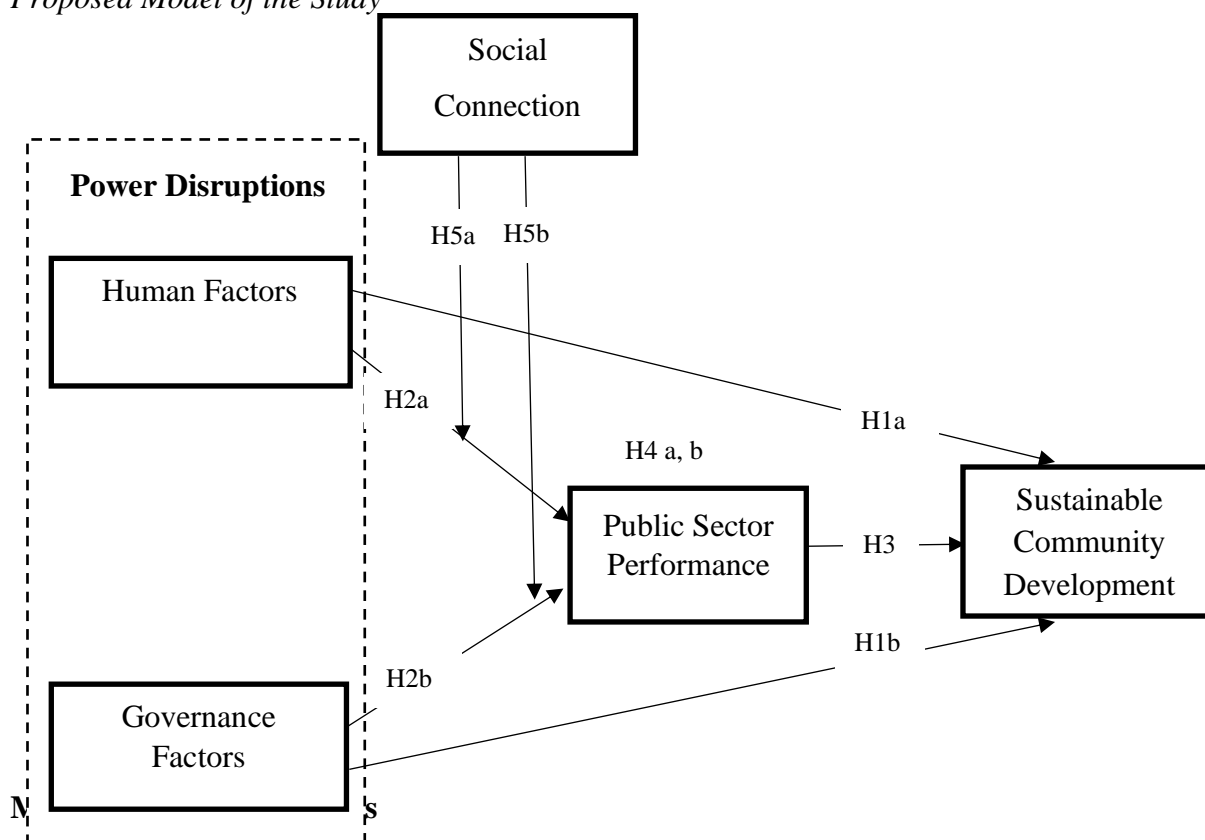
marketing, Mariani et al. (2022) revealed that socially connected people indulge in consumption patterns that are sustainable for society. Likewise, people who consider themselves as a reflection of their society and care for their family, peers, and friends are more conscious of the environment around them (Marinucci et al., 2022). Similarly, when employees feel more connected with each other in an organization, they display more knowledge-sharing behaviors (Mansoor & Wijaksana, 2021). Applying the same concept in the public sector, the current study presents that when public sector employees feel socially connected with the masses, they are least affected by power disruptions. As a result, they tend to utilize the available resources efficiently and effectively and participate in devising rules and regulations for the benefit of the masses. Hence, the negative influence of power disruptions on the public sector performance is minimized, which further results in enhanced sustainable community development.

**H5:** Social connections moderates the association of public sector performance with power disruptions, i.e., a) human factor and b) governance factor such that the negative association is weaker in the presence of higher levels of social connections.

### Proposed Model of the Study

Figure 1 presents the proposed study model following a deductive approach based on the detailed literature study and logical arguments.

**Figure 1**  
*Proposed Model of the Study*



The current study applied a deductive approach relying on empirical support to devise the proposed model. A cross-sectional survey design was utilized to collect the quantitative data by adapting the questionnaire from the existing studies (Ulrich & Breitbach, 2022). However, before proceeding with the primary analysis, a pilot study was performed with 55 questionnaires distributed among the practitioners and experts of the different energy projects. After completing the survey, they were requested to assess any ambiguities linked with the questionnaire (Teneta-Skwiercz, 2020). Based on the comments and responses from the experts, the authors improved the clarity and consistency of the questionnaire with no major changes.

The survey questionnaire consisted of three parts. In part one, the purpose of this study was explained with clear intentions of the authors to use the respondents' data for this study only by ensuring the anonymity of their responses. The second part comprised respondents' profiles with questions about age, gender, education, occupation, and work experience. The third part comprised items related to the study constructs.

Empirically investigating the research model, the current study's target population comprises local communities all over Indonesia. For that purpose, a random sampling technique was used to distribute the survey questionnaire online via the link, and a Google questionnaire was designed and distributed through social media platforms. Using a random sampling technique, the respondents were requested to forward the survey questionnaire to their contacts to generate a random effect. The survey was open from April 2022 to October 2022, and 720 participants responded to the survey questions.

### **Participants' Profile**

The participants' characteristics revealed that 56.2% were male, and 43.8% were female. The participants' ages range from 18 to 62 years, with a mean of 33.2 years ( $SD = 11.6$ ). 28.4% of participants were undergraduates, 54.4% were graduates, and 19.2% were postgraduates. At the same time, 17.7% were students, 29.9% were employees, 25.5% were businesspeople, and 26.8% were others. 23.4% had work experience of fewer than 5 years. 43.5% had experience of 5-15 years, and 33.1% had more than 15 years of experience.

### **Study Measures**

The survey questionnaire consisted of 29 items, as presented in Table 1. Power disruption, including human and governance factors, was measured with five items and six items, respectively, adapted from Hussain et al. (2023). Public sector performance was measured with six items adapted from Gieske et al. (2019). Sustainable community development was measured with six items adapted from Dale and Newman (2010). Finally, six items scale was adapted from Holt-Lunstad et al. (2017) to measure social connections.

### **Data Analysis and Results**

#### **Measurement Model**

SmartPLS v.4 software was used to assess the hypothesized relationships among the independent and dependent variables why are the mediatory mechanism of public sector performance in the governance field. In the beginning, descriptive statistics were assessed. Skewness and kurtosis values were calculated, and the findings showed that all the skewness and kurtosis values were under the range of +1 to -1 and +2 to -2, respectively, showing a normal distribution. In the next stage, simulation analysis was performed to determine the impact of despondence characteristics on sustainable community development. The findings

suggested that respondents' age and experience significantly and positively impacted sustainable community development. Therefore, both demographic variables were not included as controlled variables in the further analysis.

Measures of validities and normality were established via factor loadings, Cronbach Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). The results showed that factor loadings of all items were more than 0.70, attaining a threshold value that scholars recommend (Mansoor et al., 2022; Sulasmi & Dalle, 2022). The results also showed that the values of CA and CR were more than 0.70, reflecting good reliabilities and validities of the measures. Likewise, the AVE values were more than 0.70, establishing the convergent validity of the measures (Mansoor et al., 2021; Sarstedt et al., 2017). Table 1 shows all the values of factor loadings of each item and CR, CA, and AVE values for each variable/construct.

We also assessed the discriminant validity among the study variables to address multicollinearity issues. Therefore, the Heterotrait-Monotrait (HTMT) ratio values were calculated. Table 2 shows that HTMT values for all study variables were less than 0.85. Scholars suggest this range as a measure of discriminant validity among the study variables. Therefore, it is concluded that all the variables are distinct from each other with no multicollinearity issues.

**Table 2**  
*Heterotrait-Monotrait Ratio*

Constructs	Mea n	Std	1	2	3	4	5
Human Factor	3.84	1.14	<b>0.751</b>				
Governance Factor	3.92	1.12	0.444	<b>0.761</b>			
Public Sector Performance	3.88	1.10	0.510	0.493	<b>0.759</b>		
Sustainable Community Development	4.05	1.01	0.470	0.500	0.506	<b>0.773</b>	
Social Connections	4.11	0.98	0.518	0.668	0.417	0.447	<b>0.752</b>

*Note.* The square roots of AVEs of the constructs are shown in bold in diagonal.

### Structural Model

As presented in hypothesis building, the causal relationships were examined by applying structural equation modeling in SmartPLS v.4. Additionally, the coefficient of determination ( $R^2$ ) was calculated to determine the overall model fitness. The results showed that the  $R^2$  value for the public sector performance was 0.539 (See Figure 2). At the same time, the  $R^2$  value for sustainable community development was 0.620. It further shows a 53.9%, and 62% variance in public sector performance and sustainable community development under the influence of all the predicting variables. These significant results showed the overall fitness of the current study model, presenting significant direct and indirect associations among the study variables.

### Direct Hypotheses

This study's results showed the significant negative impact of power disruptions, i.e., *human factors* ( $\beta = -0.225^{**}$ ,  $t = 4.737$ ), *governance factors* ( $\beta = -0.451^{***}$ ,  $t = 8.220$ ), on *sustainable community development*. Moreover, power disruptions, i.e., *human factors* ( $\beta = -0.333^{**}$ ,  $t = 7.245$ ) and *governance factors* ( $\beta = -0.147^{**}$ ,  $t = 2.304$ ), negatively influenced the *public sector performance*. *Public sector performance* was positively linked with *sustainable community development* ( $\beta = 0.375^{***}$ ,  $t = 7.810$ ). These results support hypotheses *H1 a, b*; *H2 a, b*; and *H3*.

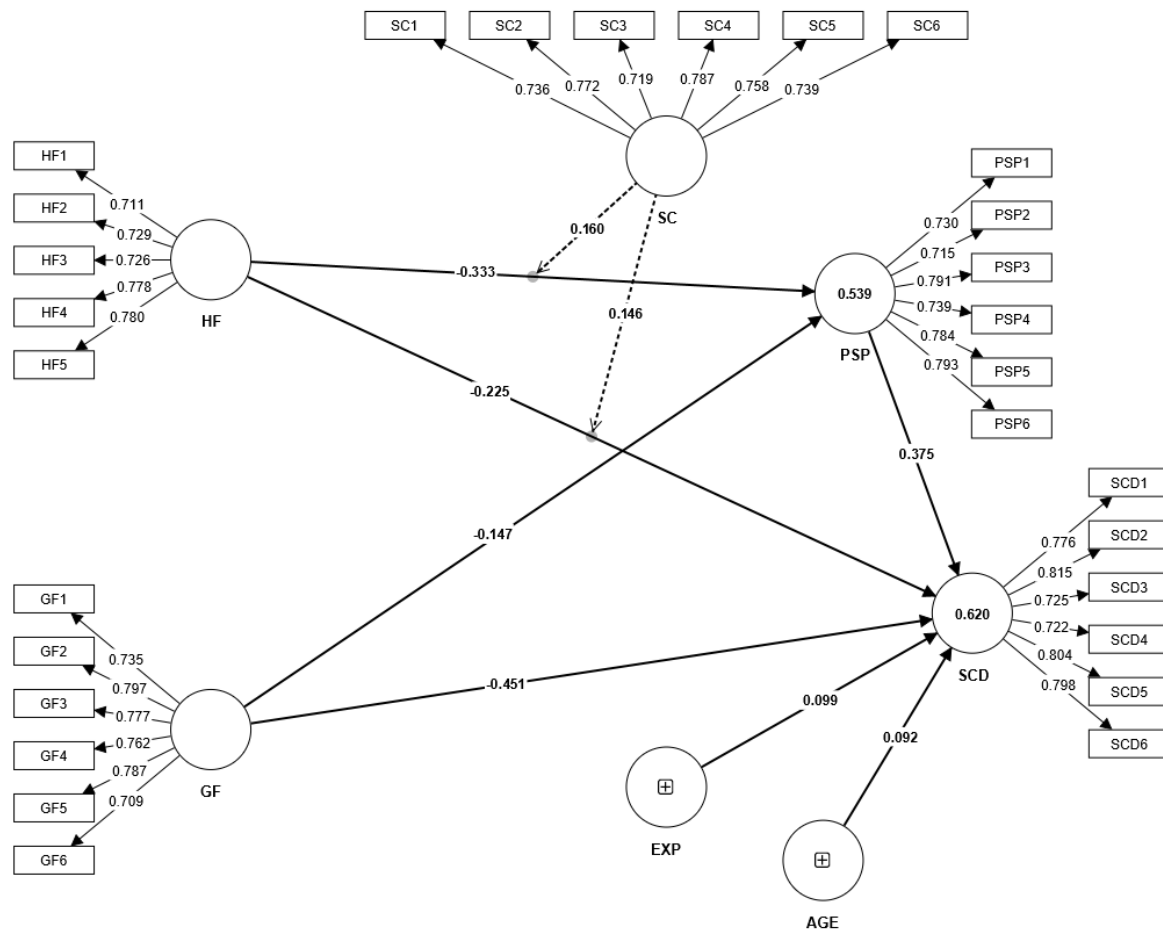
**Table 1**  
*Factor Loadings, Reliability, And Validity*

Constructs/items	FL	AVE	CR	CA
<b>Human Factor</b>		<b>0.556</b>	<b>0.862</b>	<b>0.781</b>
HF1: Theft of natural resources	0.711			
HF2: Higher demand for natural resources	0.729			
HF3: Manipulation of the natural resources, i.e., Meter Reading	0.726			
HF4: The excessive use of natural resources	0.778			
HF5: Irresponsible use of natural resources	0.780			
<b>Governance Factor</b>		<b>0.580</b>	<b>0.892</b>	<b>0.798</b>
GF1: Delays in the timely completion of power projects	0.735			
GF2: Government inadequate policies	0.797			
GF3: Government instability	0.777			
GF4: Insufficient investment in power projects	0.762			
GF5: The substantial decrease in electricity generation capacity and preservation of other natural resources	0.787			
GF6: Corruption and politics in mega power project	0.709			
<b>Public Sector Performance</b>		<b>0.577</b>	<b>0.891</b>	<b>0.787</b>
<b>The government organization has improved performance over the last five years in the work field on:</b>				
PSP1: Efficiency (same results against lower costs or faster)	0.730			
PSP2: Quality (deliver more quality against similar costs and time)	0.715			
PSP3: Effectiveness (reach the goals better)	0.791			
PSP4: Collaboration (reach the goals better by combining those with the goals of others)	0.739			
PSP5: Legitimacy (stakeholders are satisfied with the authorities)	0.784			
PSP6: Futureproofing (can face the future with trust, and expected future developments are included in policies and plans).	0.793			
<b>Sustainable Community Development</b>		<b>0.599</b>	<b>0.900</b>	<b>0.780</b>
SCD1: Increase energy budgets	0.776			
SCD2: Increase businesses opportunities	0.815			
SCD3: Increase in the number of employments	0.725			
SCD4: Increasing the quality of life of people	0.722			
SCD5: Increased learning opportunities	0.804			
SCD6: Increased health facilities	0.798			
<b>Social Connections</b>		<b>0.566</b>	<b>0.887</b>	<b>0.763</b>
SC1: I feel like government officials can connect with other people.	0.736			
SC2: I feel like government officials are close to people.	0.772			
SC3: I feel like government officials are as friendly and approachable.	0.719			
SC4: I feel like government officials are accepted by others.	0.787			
SC5: I feel like government officials are had a sense of belonging.	0.758			
SC6: I feel like government officials have a strong bond with other people.	0.739			

*Note.* FL= Factor Loadings AVE=Average Variance Extracted; CR=Composite Reliability; CA= Cronbach's Alpha.



**Figure 2**  
*Full Measurement Model*



**Mediations Hypotheses**

The mediation hypotheses *H4 a and b* were also supported by the study findings. The indirect influence of power disruptions, i.e., *human factors* ( $\beta = 0.179^{**}$ ,  $t = 3.765$ ), *governance factors* ( $\beta = 0.193^{***}$ ,  $t = 3.986$ ), on the *sustainable community development* via the mediatory role of *public sector performance* was supported by results as shown in Table 3.

**Moderation Hypotheses**

To investigate the influence of social connections on the association of power disruption with public sector performance, the interaction terms between power disruption, i.e., human factors and governance factors, and social connections were examined using the product indicator approach in PLS-SEM v.4 software. The study findings showed that including the interaction term, i.e., SC\*HF and SC\*GF decreased power disruptions' negative impact on the public sector performance with significant values. The results also showed that R<sup>2</sup> for the impact of human and governance factors on public sector performance was 37% and 39%, respectively. After the inclusion of the interaction terms, the values increased to 58.5% and 61.2% presenting the significance of social connections as a moderator, supporting H5 a and b as presented in Table 3.

**Table 3**  
*Hypothesis Testing Results*

	<b>Hypotheses</b>	<b>Std. Beta</b>	<b>t-value</b>	<b>p-values</b>	<b>Supported</b>
<b>H1a</b>	HF→SCD	-0.225	4.789	0.003	Yes
<b>H1b</b>	GF→SCD	-0.451	8.220	0.000	Yes
<b>H2a</b>	HF→PSP	-0.333	7.245	0.000	Yes
<b>H2b</b>	GF→PSP	-0.147	2.304	0.009	Yes
<b>H3</b>	PSP → SCD	0.375	7.810	0.000	Yes
<b>H4a</b>	HF→PSP → SCD	0.179	3.765	0.007	Yes
<b>H4b</b>	GF→PSP → SCD	0.193	3.986	0.005	Yes
<b>H5a</b>	SC*HF→PSP	0.160	2.578	0.009	Yes
<b>H5b</b>	SC*GF→PSP	0.146	2.264	0.009	Yes

*Note.* HF= Human Factor; GF= Governance Factor; PSP= Public Sector Performance; SCD= Sustainable Community Development; SC= Social Connections.

## Discussion and Conclusion

The current study examined the extent power disruptions by human factors and governance factors affect the public sector performance and sustainable community development in a nation. It also investigated the contingent role of social connections in mitigating the negative influence of power disruptions on public sector performance. The results showed that the human factor negatively impacted public sector performance and sustainable community development. These results also showed that the combination of the theft of natural resources with high demand for such resources and when public servants are in the habit of manipulating natural resources like changing the meter readings in terms of electricity, the excessive use of water, and cutting the forests, they are not interested in performing their duties. Instead, they are more interested in exploiting natural resources at various levels. Likewise, public servants' irresponsibility in dealing with natural resources reflects their negligence and incompetence in dealing with such resources and performing their duties more vigilantly. These findings align with Felício et al. (2021), who asserted that honesty and dignity are paramount at the public sector level to determine performance and a nation's development. Likewise, Rana et al. (2022) linked the negative use of powers at the public sector level with low productivity and poor conditions in a country.

The results also showed the negative influence of governance factors on public sector performance and the sustainable development of a developing nation. These results can be related to previous studies that asserted the importance of good governance in bringing prosperity and socioeconomic development to a country like Indonesia (Hartanto et al., 2021). Likewise, Nasrallah and El Khoury (2022) reported that when a country does not follow all the pillars of good governance and sustainable development, its economy is affected badly. These findings can also be explained by the fact that when there are unnecessary delays in the completion of power projects with a lack of defined rules and regulations at the government level, people at responsible levels are not in a better position to perform their duties efficiently. As a result, the development of the whole nation is affected in the long term.

Likewise, it is imperative for governments to regularly invest in power projects to build the infrastructure, specifically in electricity generation and preservation of natural gases, oil, and coal. Additionally, governments should control the corruption in mega projects to sustain the natural reserves and use them for the stability of the whole nation rather than accumulating them to powerful politicians are political entities.

The results also revealed the significance of public sector performance in promoting sustainable community development. As the community development of a nation is largely dependent upon the efficient and effective working of the public sector employees holding different powerful positions, public sector performance matters a lot (Khanani et al., 2021). Simultaneously when public sector employees deliver more quality using the same resources provided to them with the collaboration of different departments showing legitimacy in the form of stakeholders' satisfaction, the resources are sustainably utilized at the governance level (Dale & Newman, 2010), resulting in sustainable community development. Also, the public sector needs to have an energetic vibe on future developments and devise policies and plans accordingly to bring prosperity and socioeconomic development at the national level.

The current study also adds value to the existing literature by presenting the underlying mechanism of public sector performance between the association of power disruptions and sustainable community development, reflecting the significant results. The results showed that when power disruptions exist in the public sector through human and governance factors, these negatively affect the public sector's performance, ultimately resulting in poor communities. Hence, it can be asserted that power disruptions not only directly poison sustainable community development but also affect the public sector performance that, slowly and gradually, leads to an unsustainable community resulting in chaos and destruction of nature in the long term.

Finally, the current study uniquely assessed the moderating role of social connections between the association of power disruptions and public sector performance. The results showed that when public sector employees feel more connected with the citizens, they are less influenced by power disruptions. Hence, the negative influence of human factors of power disruptions on the public sector performance decreases in terms of solid bonds between public sector employees with the people. Likewise, when people feel more friendly towards others and accepted by others, and there is a sense of belonging among them with others, they are less manipulative and less toxic based on the powers assigned to them in the form of responsible positions in the public sector (Marinucci et al., 2022).

The results report similar findings for the association of governance factors with public sector performance in the presence of social connections as a moderator. These results further reflect that socially connected, responsible bodies try to devise and implement rules and regulations for the benefit of the masses, and they care about the public and try to invest in mega projects in the public's best interest, resulting in high performance (Haslam et al., 2022). Hence, it can be asserted that the inclusion of social connection as a moderator either decreases the negative influence of power disruptions on public sector performance or turns that negative influence neutral to minimize the damage and improve public sector performance for the best interest of the masses.

## **Theoretical Implications**

The current study adds value to the existing literature on government science literature by presenting the influence of power disruptions (human and governance dimensions) on public sector performance and sustainable community development. Previously researchers have either studied human factors (Karia et al., 2016) or governance factors (Jennings et al., 2021) of power disruption to present the sustainable development of a nation. In contrast, this study assessed the direct and indirect influences of both factors on sustainable community development via an underlying mechanism of public sector performance. Previous research has been silent about the relationship between power disruptions with public sector performance (Hussain et al., 2023). Hence, exploring this direct and indirect association is a valuable addition to the government science literature. Additionally, the current study assesses the

contingent role of social connections in mitigating the negative impact of power disruptions on public sector performance. Considering this moderator as a future base, researchers can explore other moderators that can either decrease or neutralize the negative influence of power disruptions on public sector performance to improve sustainable community development, specifically in developing nations.

### **Practical Implications**

Government bodies, policymakers, administrators, and public sector employees can utilize the study's findings.

- They can consider the negative association of power disruptions for human and governance factors with public sector performance and sustainable community development, and Policymakers should focus on continuously monitoring public sector employees' performances on a project. Because the intentions of the individuals cannot be measured, the performance of public sector employees may reflect their actions and intentions in terms of destroying or falsifying the use of public resources. For that purpose, monitoring units should be activated in the public sector at all levels to check the utilization of all the natural resources per their requisitions.
- There should be a systematic procedure to devise and implement policies and laws regarding using various natural resources in different projects.
- New project initiations should be executed based on the needs and the required areas.
- Additionally, considering the significance of social connections in controlling the negative influence of power disruptions on public sector performance, the responsible authorities should focus on enhancing such bonds. For that purpose, the government authorities should organize family orientation programs, community participation events, awareness programs, and social welfare programs to increase the social connectedness among the public sector with the citizens and social communities.
- Also, officials should visit socially deprived families and physically affected people, and centers should be planned to create a sense of belongingness and sympathy and motivate the responsible authorities to use the available resources ethically and effectively.

### **Limitations and Future Research Directions**

This study has limitations that future researchers could address. The current study relied on a cross-sectional research design where the data was collected at 1 point in time. In contrast, future researchers can conduct a time lag or longitudinal research to collect data for independent and mediated variables at Time 1 and for the dependent variable at Time 2 to extract more generalizable results. The current study only considered the citizens' viewpoint rather than collecting the responses from public sector employees to know their point of view regarding the existence of power disruptions and their impact on community development. Future researchers could work on this line of study. Finally, the study considered the contingent role of social connections to either decrease or neutralize the negative influence of power disruptions on public sector development. Future researchers can also assess the moderating role of public sector employees' demographic characteristics like education, gender, and income level. Simultaneously they can also assess the moderating role of religiosity, social norms, and level of e-governance in a country to generate valuable findings.

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