

# ***The Role of Commitment on the Effect of Public Workers' OCBO on In-Role Performance***

Setyabudi Indartono, Email: [setyabudi\\_indartono@uny.ac.id](mailto:setyabudi_indartono@uny.ac.id)  
Yogyakarta State University  
Jl. Colombo no 1 Depok Sleman Yogyakarta Indonesia

**Biographical notes:** Setyabudi Indartono is an Associate professor of Strategic HRM at Yogyakarta State University, with 16 years experienced with 50s academic publications. His research interest is in the dynamic HR behaviour issues.

## ***Abstract:***

*Public workers have requirement and characteristics of public jobs are differed from the private ones. It is likely to be more related to political issues. They have to adjust their work orientations in different regimes obligations. They will play different behaviours and attitudes on their jobs. Hence it is important to investigate the effect of their behaviour on their attitudes. The services theory could make a more academic alternative to solve the problems of the complex service of public workes. OCBO is suggested to be represented to the service theory. However, the stronger worker-institution attachment is able to achieve higher work performance. Accordingly, this study is aimed to explore the various roles of commitment on the effect of Organizational citizenship behaviour-organization (OCBO) on Public Workers' in-role performance. The commitment of public workers is investigated as the mediation of the effect of Organizational citizenship behaviour-organization (OCBO) on Public Workers' in-role performance. University staffs are employed to this research. The findings show that OCBO significantly has an effect on their performance. The Affective, normative and continuance commitment have different roles on the effect of OCBO on in-role performance. The emotional attachment plays a significant role on OCBO rather than a feeling of obligation to create the stronger effect of OCBO on in-role performance. Public workers are likely to show their emotional attachment at work rather than their feeling of obligation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. The feeling of obligation is accepted when investment orientation and emotional attachment is reached. The implications and future research are discussed.*

**Keywords:** OCBO; commitment; in-role performance

**JEL:** M540, M550, L32

## **Introduction**

Work achievement for public workers is likely to be more related to political issues (Ashraf, 2017; Prysmakova, 2016). It is noted that "Political meddling in aspects of personnel management is often an indicator of political interference in other areas of administration included promotions, transfers, dismissals and performance assessments". A core issue concerns the extent of its' political influence coupled with the appropriateness of how performance is valued and assessed for both centralization and decentralization administration system. Hence public employment is likely being less attractive than is desirable in the public interest.

Empirically, numerous studies on public workers performance have been done. However, different approaches of studying individual work performance are likely common in today's discourses (Chong & Cozzubo, 2017; Koopmans et al., 2011; Palma, Hinna, & Mangia, 2017; Shim & Faerman, 2015). Based on long-term strategy and motivational theories, human resources practices such as recruiting, retaining, and rewarding well-motivated workers who are committed to achieving the goals of the organization is believed to the important issues of public workers management (Norris,

2016). Whereas job-security, regular pay-checks and safe pensions, old-fashioned, hierarchical and hide-bound organizational culture found to be a challenging part of public workers performance (Alonso & Lewis, 2001; Norris, 2016; Shim & Faerman, 2015). Other scholars found an incompatibility between professionalism and bureaucracy in public sectors. Their work achievement is related to perceived organizational rules, procedures, and nation norms (Zhang, 2017). Public workers have to adjust their work commitment at work in different regimes obligation (Heydemann & Leenders, 2011; Martin & Thelen, 2017; Prysmakova, 2016). Hence it is believed that there is a significant difference between the issues of public and private workers' performance.

The theoretical discourse of public workers' performance is related to the scholar's perspectives in analyzing the attitude of public workers. Reinforcement theory is mostly used to make a judgment on scholars' hypotheses and finding discussion (Khan, 2005; Quinn & Thorne, 2014; Rudawska, 2008; Salisu, 2016). Whereas some of them used a job characteristics concept to explore the phenomenon of public workers' work achievements (Bullock, Hansen, & Houston, 2018; Fallah, 2017; Kwon & Sohn, 2017). Those are believed to be a motivational concern rather than practical actions. Accordingly, scholars are invited to investigate the concept of service theory to explain the public worker task performance (Gnusowski, Goncharuk, & Skapska, 2017; Lawson, 2017). It allows us to have a better understanding of the mechanism of how task-performance is formed.

Public workers task is argued to have complex service. In common with all complex services, there are challenges and difficulties and, while these are recognized, thus the services theory could make a more academic alternative to solve the problems. This theory is able to increase the experience of object. The service concept is begun with the service design to endorse decision making, selecting and making an action, including people-processing, possession-processing, and information-based services (Gnusowski et al., 2017). Hence OCBO is plausible to represent the service orientation concept. It engages in to maintain the social context that supports task performance. The public sectors employees' citizenship behaviours are service actions include helping coworkers with their job tasks; proactively being involved in solving citizens' problems; being actively engaged in identifying problems related to current public service provision and suggesting appropriate solutions; and helping one's agency to maintain a favourable image in the community. Accordingly, public workers with better OCBO is argued to have stronger worker-institution attachment and able to achieve higher work performance rather than their counterparts (Cesário & Magalhães, 2017). This study investigates the role of commitment on the effect of OCBO on in-role performance among public workers.

## **1. Literature review**

This study uses the case of staff of the public institution. This study investigates how OCBO, and commitment work on in-role performance, and the mediation role of commitment on OCBO-in-role performance. The main difference between public and private job and task environment are reviewed and the framework of relevant literature on OCBO, commitment and in-role performance relationship.

### **1.1. Differences working in public and private institutions**

Working in public service is a working activity and service which is provided by the government to people living within its jurisdiction. They are usually known as government employees and subject to regulation going beyond that applying to most

economic sectors and close to the public's interest and motivations (Anderfuhren-Biget, Varone, & Giauque, 2014). Public service institution is often performed by workers known as civil servants. They are hired by elected officials. Studies of civil servant work and private workers have found contrasting. Public workers tend to make less in wages when adjusting for education. However, they have other intangible benefits such as increased job security (Bellante, Link, & Bellante, 2014; Campos, Depalo, Papapetrou, & Ramos, 2015; Cohen & Duberley, 2015; Frank & Lewis, 2004).

## **1.2. The Nature of OCBO on in-role performance**

In-role performance comprises required outcomes and employee behaviours as described in employees' job profile, which contributes to the goals of the organization (Motowidlo & Scotter, 1994; Wingerden & Poell, 2017). It is usually related and refers to the achievement of duties and responsibilities one executes as an integral part of one's job assignments (Vigoda, 2000). In-role performance of public workers is related to the achievement of workers at the street level which are the hands, face, and feet, of government. To citizens, they embody the State, how it is run and how it performs (Lu & Guy, 2014). It is close to the proficiency with which an individual carried out the tasks that were specified in his or her job description (Griffin, Neal, & Parker, 2007). Thus public workers which are providing satisfactory services to citizens are required to achieve their tasks in accordance with the expected institutional performance and public satisfaction.

Based on the concept of self-efficacy, public workers able to assess their required skills or knowledge desired to achieve their goals i.e; perform particular satisfactory services to citizens and tasks successfully (Bandura, 1982). Whereas the concept of role theory and identity theory suggest that in-role performance combines a psychological (individual contributions) and a sociological (organizational framework) perspective (Welbourne, Johnson, & Erez, 1998). It is related to the issues of career, innovation, teamwork, and contribution to the institution. Other suggest that in-role performance based on theories of individual differences is related to various proficiencies such as job and non-job specific task, written and oral communication, Management and administration, and conscientious initiatives (Johnson, 2003). Further study of Pulakos (Pulakos, Arad, Donovan, & Plamondon, 2000) argues that performance is related to the adaptive behaviour such as handling emergencies or crisis situations handling work stress dealing with uncertain work situations, learning tasks, technologies, and procedures demonstrating interpersonal adaptability, demonstrating cultural adaptability and demonstrating physical adaptability. It is especially in the face of regime change and its rules. Hence, in-role performance is an individual's proficiency or level of contribution to government and citizen.

The different antecedent of in-role performance for public workers is suggested to reach some specific behaviour as the main characteristics of their job (Griffin et al., 2007; Pulakos et al., 2000, 2002). Hence the service orientations to citizen and government of public workers are close to relating the plausible explanation of in-role performance antecedent. Thus OCBO is an appropriate construct determining the most significant in-role performance antecedent. Ravichandran (Ravichandran, Gilmore, & Strohhahn, 2007) concludes that OCBO is developed by various theories such as Social exchange, Norm of Reciprocity, Equity Theory, Social Learning Theory, Social

Information Processing Theory, Leader-Member Exchange Theory and Transformational and Transactional Leadership. OCBO is required public workers to serve and help such as to behave altruism, sportsmanship, civic virtue, courtesy, and conscientiousness (Organ, 1997; Organ & Ryan, 1995) and or helping behavior/altruism and organizational loyalty/allegiance to organizational leaders and promotion of organization's image (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). OCBO is believed to the behaviours that benefit the organization in general (Williams & Anderson, 1991). They act altruism in the workplace consists essentially of helping a specific work colleague with an organizationally relevant task or problem. Conscientiousness consists of behaviours that go well beyond the minimum role requirements of the organization. These behaviours indicate that employees accept and adhere to the rules, regulations, and procedures of the organization that in turn may reach the goal of the tasks. Civic virtue is indicated by the workers' deep concerns an active interest in the life of the organization, such as attending meetings and keeping up with what is going on with the organization in general and defending the organization's policies and practices when they are challenged by an outside source. Hence they with better civic virtue will follow the task requirement and orientation. Courtesy is related to prevent work-related conflicts with others as a form of helping behaviour such as making extra copies of the meeting agenda for teammates, and giving a colleague ample notice when altering something that will affect them. This behaviour may promote productive teamwork to achieve better job performance. Sportsmanship is a willingness to show workers' tolerance of less ideal organizational circumstances without complaining and blowing problems out of proportion. Thus these reducing the number of complaints, sportsmanship conserves time and energy to reach higher performance. The idea is that over time, the compilation of employees helping behaviour will eventually be advantageous for the organization by the high of workers job achievements. Accordingly, public workers which are active to behave OCBO able to achieve their in-role performance better. Accordingly, the hypothesis proposed is: Hypothesis 1: OCBO has a positive effect on in-role performance among public workers.

### **1.3. The role of commitment on the effect of OCBO on in-role performance**

Scholars argued that commitment has been conceptualized and measured in various ways (Allen & Meyer, 1990). It may increase various positive behaviours and attitudes at work. Various conceptualizations of commitment involve the psychological state reflected in commitment, the antecedent conditions leading to its development, and the behaviour (other than remaining) that are expected to result from commitment. Hence commitment is included three general themes i.e., affective attachment, perceived costs and obligation namely affective, continuance and normative commitment. "Employees with strong affective commitment - as a positive emotional attachment to the organization - remain because they want to, those with strong continuance commitment - "Side bets", or investments, are the gains and losses that may occur should an individual stay or leave an organization- because they need to, and those with strong normative commitment - as feelings of obligation -because they feel they ought to do so" (Allen & Meyer, 1990). Theoretically, the affective attachment is generally shown by personal characteristics, job characteristics, work experiences and structural characteristics. Whereas continuance commitment is likely to be endorsed by the time and energy been invested have to be paid off. However, the normative commitment arises in line with the individual's experiences entry into the organization. Hence worker tolerates of less ideal organizational circumstances without complaining and blowing problems and further have a positive

emotional attachment to the organization is likely to have a stronger effort to reach the task results. This strange effect is stronger rather than worker tolerates of less ideal organizational circumstances without complaining and blowing problems and further have investments orientation. However, the feelings of obligation play a lower effect on the OCBO-in-role performance relationship rather than have investments orientation. No one enjoys their job without payment. Hence investments orientation is likely the middle effect on the OCBO-in-role performance relationship rather than feelings of obligation. Thus the Mediating commitment hypothesis proposed are:

Hypothesis 2: Normative commitment mediates the effect of OCBO on in-role performance among public workers.

Hypothesis 3: Affective commitment mediates the effect of OCBO on in-role performance among public workers.

Hypothesis 4: Continuance commitment mediates the effect of OCBO on in-role performance among public workers.

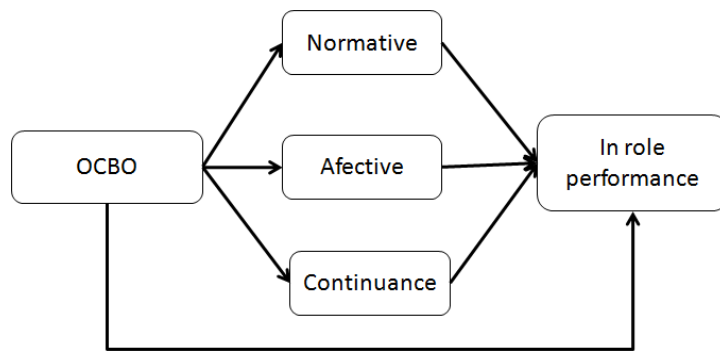


Figure 1 Research Model  
(Source: authors' own processing)

## 2. Research Methodology

### 2.1. Instrument and Model Validation

This study employs University staffs of Yogyakarta State University Indonesia. It is included 34.09% female and they represent from the various unit (table 1).

Table 1 Descriptive of Respondent

| Department           | Percentage |
|----------------------|------------|
| Academic             | 6.8%       |
| Finance              | 65.9%      |
| Library              | 13.6%      |
| Supply and equipment | 13.6%      |

Source: authors' own processing

The 24 items of instruments of commitment used from Allen & Meyer (Allen & Meyer, 1990). The sample of affective commitment questionnaire is "I would be very happy to spend the rest of my career with this organization" and The sample of normative commitment questionnaire is "One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral

obligation to remain”, whereas The sample of continuance commitment questionnaire is “One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here”. The 8 items of instruments of OCBO used from Williams & Anderson (Williams & Anderson, 1991). The sample of those questionnaires is “Gives advance notice when unable to come to work”. The 8 items of instruments of in-role performance used from Williams & Anderson(Williams & Anderson, 1991). The sample of those questionnaires is “Meets formal performance requirements of the job. “. A 5-point rating scale was used to evaluate the level of constructs.

#### Measure validation

Confirmatory factor analysis (CFA) is adapted to test for the quality and adequacy of the measurement model. In accordance with the two-step procedure suggested by Anderson and Gerbing (Anderson & Gerbing, 1988), confirmatory factor analysis (CFA) is performed to examine reliability, convergent and discriminant validity of the multi-item construct measures. Initial specification search led to the deletion of some of the items in the constructs scale in order to provide the acceptable fit. There are 4 items of in-role performance, 4 items of OCBO, 4 items of affective commitment, 3 items of normative commitment, and 5 items of continuance commitment are accepted of representative valid items with loading value above .50. The correlation values among construct are found less than .85 (table 2). Hence based on Fornell & Larcker (Fornell & Larcker, 2012), the convergent validity is accepted. Accordingly, it indicates that the values shown represent that between variables do not overlap (diverge) each-others. Selected statistics for the final overall-model assessment by using AMOS 16 show the acceptable fit of the measurement model (figure 2).

Table 2 Correlation and cronbach  $\alpha$

| Variables                 | 1     | 2           | 3           | 4           | 5           | 6           |
|---------------------------|-------|-------------|-------------|-------------|-------------|-------------|
| 1. Division               | -     |             |             |             |             |             |
| 2. OCBO                   | -,038 | <b>.816</b> |             |             |             |             |
| 3. Affective Commitment   | ,066  | ,279        | <b>.814</b> |             |             |             |
| 4. Continuance Commitment | ,174  | ,207        | ,140        | <b>.773</b> |             |             |
| 5. Normative Commitment   | -,202 | ,234        | ,605**      | ,240        | <b>.738</b> |             |
| 6. In-role performance    | ,154  | ,085        | ,260        | ,267        | ,212        | <b>.756</b> |

Value of cronbach  $\alpha$  on bold

Source: authors' own processing

### 2.3. Result and Discussion

This study investigates the effect of public workers OCBO and their commitment on in-role performance. The result at figure 2 and table 3 shown that OCBO contributes to explain & has significant effect on public workers in-role performance ( $\Delta R^2=0.7\%$ ;  $\beta=,085$ ), whereas Affective Commitment contributes to explain & has significant effect on public workers in-role performance ( $\Delta R^2=7.5\%$ ;  $\beta=,051$ ), Continuance Commitment contributes to explain & has significant effect on public workers in-role performance ( $\Delta R^2=6.5\%$ ;  $\beta=,178$ ), and Normative Commitment contributes to explain & has a significant effect on public workers in-role performance ( $\Delta R^2=3.9\%$ ;  $\beta=,204$ ). The

mediation effect of commitment shows that Affective Commitment mediates the effect OCBO on public workers in-role performance ( $\beta=.085$ ;  $\beta'=.014$ ), Continuance Commitment mediates the effect OCBO on public workers in-role performance ( $\beta=.085$ ;  $\beta'=.031$ ), and Normative Commitment mediates the effect OCBO on public workers in-role performance ( $\beta=.085$ ;  $\beta'=.037$ ).

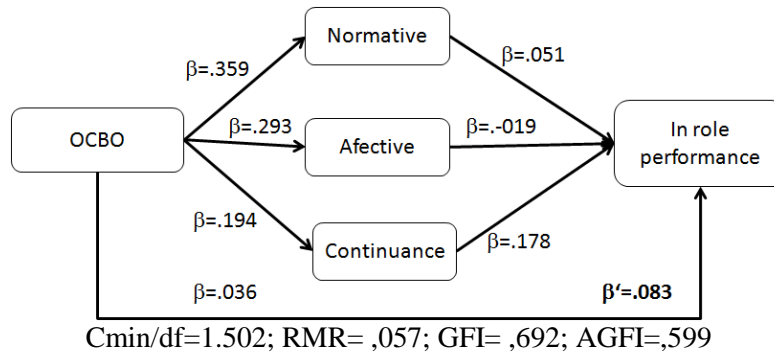


Figure 2. Research Result of direct effect  
(Source: authors' own processing)

Table 3 Regression of Model of mediation effects

| Variables              | step 1 | step 2 | step 3 | step 4 |
|------------------------|--------|--------|--------|--------|
| OCBO                   | ,085   | ,014   | ,037   | ,031   |
| Affective Commitment   |        | ,256   |        |        |
| Normative Commitment   |        |        | ,204   |        |
| Continuance Commitment |        |        |        | ,260   |
| R <sup>2</sup>         | ,007   | ,068   | ,046   | ,072   |
| $\Delta R^2$           | ,007   | ,075   | ,039   | ,065   |

Source: authors' own processing

This finding shows that affective commitment plays a higher effect on the influence of OCBO on in-role performance ( $\beta=.085$ ;  $\beta'=.014$ ) whereas Normative Commitment shows the lowest effect on the OCBO and in-role performance ( $\beta=.085$ ;  $\beta'=.037$ ). It indicates that the effect of OCBO on in-role performance is found varying. Thus, the affective commitment has a higher effect on OCBO to create an in-role performance. whereas normative commitment is found to be a weaker effect on OCBO. It is argued that emotional attachment plays a significant role in OCBO whereas the feeling of obligation is not enough to create the stronger effect of OCBO on in-role performance. Accordingly, public workers are likely showed an emotional attachment at work rather than feeling obligation even the investment orientation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. Hence public services represent a job guarantee such as job-security, regular pay-checks and safe pensions for public workers. Whereas feeling obligation is accepted when investment orientation and emotional attachment is reached. Accordingly, this study

found a different role of commitment on the effect of public workers' OCBO on in-role performance significantly.

### **3. Original Contribution**

This study convinces the different effect of various forms of commitment. The OCBO is likely to be related to Affective Commitment rather than the other forms of commitments. Hence the different forms of commitment are argued to be perceived as the different perspective/concept of commitments. It must be analysed as a different dimension of commitment rather than the different indicators of commitment behaviour (Cheung, 1999; Gerbing, Hamilton, & Freeman, 1994; Koufteros, Babbar, & Kaighobadi, 2009).

### **4. Conclusion, Limitation and Future Research**

This study concludes that OCBO has a significant effect on their performance. The Affective, normative and continuance commitment have different roles on the effect of OCBO on in-role performance. The emotional attachment plays a significant role on OCBO rather than a feeling of obligation to create the stronger effect of OCBO on in-role performance. Public workers are likely to show their emotional attachment at work rather than their feeling of obligation. The high political issues are more regarded as an investment orientation rather the feeling obligation to the regime. The feeling of obligation is accepted when investment orientation and emotional attachment is reached.

Notwithstanding these contributions, this study has its limitations. Present study strengthened the previous point of views believed to the positive effect of public workers OCBO and their commitment on in-role performance, and the role of commitment on the effect of public workers OCBO on in-role performance. However, this finding indicates to fail to generate the model ( $p$ -value is more than .05). This study allows us to rule out the relationship between public workers OCBO, their commitment, and their in-role performance. Various theories are proposed to explain the research model, that in turn, various style of commitment is dynamically mediate the effect of public workers OCBO on in-role performance. However, diverse situations at public work environment may promote the different effect of public workers OCBO on in-role performance. Limitation discussion on control variable with the appropriate theory is challenged to investigate the dynamic effect of public workers OCBO on in-role performance. Further different and interaction of Bureaucracy style may lead to various response on commitment and the public worker's achievement. Hence longitudinal study is needed to strengthen the present findings and investigate the dynamic response of public worker in various regimes.

### **References**

- Allen, N. J., & Meyer, J. P. (1990). The Measurement and Antecedents of Affective Continuance And Normative Commitment To The Organization *Journal of Occupational Psychology*, *63*, 1–18. <https://doi.org/http://doi.org/fth766>
- Alonso, P., & Lewis, G. B. (2001). Public Service Motivation and Job Performance: Evidence From the Federal Sector, *31*(4).
- Anderfuhren-Biget, S., Varone, F., & Giauque, D. (2014). Policy environment and public service motivation. *Public Administration*, *92*(4), 807–825. <https://doi.org/10.1111/padm.12026>
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modelling in practice: A



- review and recommended a two-step approach. *Psychological Bulletin*, 103(3), 411–423. <https://doi.org/10.1037/0033-2909.103.3.411>
- Ashraf, J. (2017). Public sector appointments, political influence and performance : perceptions of the situation in Pakistan Public sector appointments, political influence and performance : perceptions of the situation in. *Asia Pacific Journal of Public Administration*, (October), 1–6. <https://doi.org/10.1080/23276665.2017.1365467>
- Bandura, A. (1982). Self-Efficacy Mechanism in Human Agency, 37(2), 122–147.
- Bellante, D., Link, A. N., & Bellante, D. O. N. (2014). Are Public Sector Workers more Risk Averse than Private Sector Workers? *Industrial and Labor Relations Review*, 34(3), 408–412.
- Bullock, J. B., Hansen, J. R., & Houston, D. J. (2018). Sector Differences in Employee’s Perceived Importance of Income and Job Security: Can These Be Found across the Contexts of Countries, Cultures and Occupations? *International Public Management Journal*. <https://doi.org/10.1080/10967494.2018.1425226>
- Campos, M. M., Depalo, D., Papapetrou, E., & Ramos, R. (2015). Understanding the Public Sector Pay Gap. *IZA Journal of Labor Policy*, 6(1), 1–28.
- Cesário, F., & Magalhães, S. (2017). Human Resources Management, Citizenship Behavior, and Turnover Intention in the Portuguese Public Administration. *International Journal of Public Administration*, 40(11), 979–988. <https://doi.org/10.1080/01900692.2016.1242609>
- Cheung, G. W. (1999). MULTIFACETED CONCEPTIONS OF SELF-OTHER rating DISAGREEMENT. *Personnel Psychology*, 52, 1–35.
- Chong, A., & Cozzubo, A. (2017). *Why Won’t Workers Do Their Jobs? Labor Market Rigidity and Job Performance in the Public Sector*.
- Cohen, L., & Duberley, J. (2015). Three faces of context and their implications for a career. *Journal of Vocational Behavior*, 91, 189–202. <https://doi.org/10.1016/j.jvb.2015.10.006>
- Fallah, B. (2017). *THE EFFECT OF PUBLIC SECTOR ON PRIVATE JOBS: EVIDENCE FROM THE OCCUPIED WEST BANK*.
- Fornell, C., & Larcker, D. F. (2012). Equation Algebra Unobservable Error : Variables. *Journal of Marketing Research*, 18(3), 382–388.
- Frank, S. U. E. A., & Lewis, G. B. (2004). Working Hard or Hardly Working ? *American Review of Public Administration*, 34(1), 36–51. <https://doi.org/10.1177/0275074003258823>
- Gerbing, D. W., Hamilton, J. G., & Freeman, E. B. (1994). A Large-scale Second-order Structural Equation Model of the Influence of Management Participation on Organizational Planning Benefits. *Journal of Management*, 20(4), 859–885.
- Gnusowski, M., Goncharuk, A., & Skapska, E. (2017). Theoretical components of intra-industry service development strategy. *European Journal of Service Management*, 22(2), 21–29. <https://doi.org/10.18276/ejasm.2017.22-03>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A New Model of Work Role Performance: Positive Behavior in Uncertain and Interdependent Contexts. *The Academy of Management Journal*, 50(2), 327–347.
- Heydemann, S., & Leenders, R. (2011). Authoritarian Learning and Authoritarian Resilience: Regime Responses to the “Arab Awakening.” *Globalizations*, 8(5), 647–653. <https://doi.org/10.1080/14747731.2011.621274>
- Johnson, J. W. (2003). Toward a Better Understanding of the Relationship Between

- Personality and Individual Job Performance. In *Personality and Work Reconsidering the Role of Personality in Organizations* (pp. 83–120).
- Khan, A. (2005). How to motivate good performance among Gvrnmt employees. *Pakistan Journal of Social Sciences*, 3(9), 1–6.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., Henrica, C. W. D. V., & Beek, A. J. Van Der. (2011). Conceptual Frameworks of Individual Work Performance A Systematic Review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Koufteros, X., Babbar, S., & Kaighobadi, M. (2009). A paradigm for examining second-order factor models employing structural equation modelling. *International Journal of Production Economics*, 120(2), 633–652. <https://doi.org/10.1016/j.ijpe.2009.04.010>
- Kwon, I., & Sohn, K. (2017). Job dissatisfaction of the self-employed in Indonesia. *Small Business Economics*, 49(1), 233–249. <https://doi.org/10.1007/s11187-016-9820-z>
- Lawson, A. (2017). Mapping services theory to PhD supervision : lessons to be learned for doctoral students' visibility. In *British Academy of Management conference* (pp. 1–14). British Academy of Management.
- Lu, X., & Guy, M. E. (2014). How Emotional Labor and Ethical Leadership Affect Job Engagement for Chinese Public Servants. *Public Personnel Management*, 14(1), 3–24.
- Martin, C. J., & Thelen, K. (2017). Contributions of the Public Sector to Social Solidarity in Postindustrial Societies. *World Politics*, 60(1), 1–36.
- Motowidlo, S. J., & Scotter, J. R. Van. (1994). Evidence That Task Performance Should Be Distinguished From. *Journal of Applied Psychology*, 79(4), 475–480. <https://doi.org/10.1037/0021-9010.79.4.475>
- Norris, P. (2016). Is There Still A Public Service Ethos ? Work Values, Experience, and Job Satisfaction Among Government Workers. *For the People*, (January), 72–89.
- Organ, D. W. (1997). Organizational citizenship behaviour: It's constructed clean-up time. *Human Perf*, 10(2), 85–97.
- Organ, D. W., & Ryan, K. (1995). A meta- analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour. *Personnel Psychology*, 48(4), 775–802.
- Palma, R., Hinna, A., & Mangia, G. (2017). Improvement of individual performance in the public sector: public service motivation and user orientation as levers. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 5(3), 340–360. Retrieved from [doi.org/10.1108/0885862031047313](https://doi.org/10.1108/0885862031047313)
- Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors : A Critical Review of the Theoretical and Future Research. *Journal of Management*, 26(3), 513–563.
- Prysmakova, P. (2016). From compliance to commitment: Centralization and public service motivation in different administrative regimes. *International Journal of Manpower*, 37(5), 878–899. <https://doi.org/10.1108/EL-01-2014-0022>
- Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the Workplace : Development of a Taxonomy of Adaptive Performance. *Journal of Applied Psychology*, 85(4), 612–624. <https://doi.org/10.1037//0021-9010.85.4.612>
- Pulakos, E. D., Schmitt, N., Dorsey, D. W., Arad, S., Hedge, J. W., & Borman, W. C. (2002). Predicting Adaptive Performance: Further Tests of a Model of Adaptability. *Human Performance*, 15(4), 339–366. <https://doi.org/10.1207/S15327043HUP1504>

- Quinn, F. F., & Thorne, D. M. (2014). THE INFLUENCE OF ORGANIZATIONAL EFFECTIVENESS AND OTHER CORRELATES ON THE JOB SATISFACTION OF STAFF EMPLOYEES AT FOUR YEAR INSTITUTIONS OF HIGHER EDUCATION. *Business Studies Journal*, 6(2), 67–84.
- Ravichandran, S., Gilmore, S. A., & Strohhahn, C. (2007). Organizational Citizenship Behavior Research in Hospitality : Current Status and Future Research Directions. *Journal of Human Resources in Hospitality & Tourism*, 6(2), 59–78. <https://doi.org/10.1300/J171v06n02>
- Rudawska, I. (2008). Motivation system in public and non-public healthcare providers. *International Journal of Management Cases*, 10(1), 6–14.
- Salisu, J. B. (2016). *THE IMPACT OF COMPENSATION ON PUBLIC SECTOR CONSTRUCTION NIGERIA*. The University of Wolverhampton.
- Shim, D.-C., & Faerman, S. R. (2015). Government Employee ' s Organizational Citizenship Behavior : The Impacts of Public Service Motivation, Organizational ... Government Employees ' Organizational Citizenship Behavior : The Impacts of Public Service Motivation, Organizational Identification. *International Public Management Journal*, 2(4), 531–559. <https://doi.org/10.1080/10967494.2015.1037943>
- Vigoda, E. (2000). Internal politics in public administration systems: An empirical examination of its relationship with job congruence, organizational citizenship behaviour, and in-role performance. *Public Personnel Management*, 29(2), 185–210.
- Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The Role-Based Performance Scale : Validity Analysis of a Theory-Based Measure. *The Academy of Management Journal*, 41(5), 540–555.
- Williams, L. J., & Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>
- Wingerden, J. Van, & Poell, R. F. (2017). Employees ' Perceived Opportunities to Craft and In-Role Performance : The Mediating Role of Job Crafting and Work Engagement, 8(October), 1–9. <https://doi.org/10.3389/fpsyg.2017.01876>
- Zhang, P. (2017). The Impacts of Private Experience on the Employment of Different Public Job Positions. *Public Personnel Management*, 42(2), 144–169. <https://doi.org/10.1177/0091026017702611>

