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Organizational Citizenship Behavior on Public Organizational Performance

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ABSTRACT

The research aims to examine the behaviors and perceptions of public employees regarding organizational performance through their voluntary contributions to the functioning of their organization. OCB can mediate the relationship between subjective constructs of organizational performance and the perceptions of employees regarding their leaders as well as their motivation to serve in the public sector. The purpose of this study is mapping Organizational Citizenship Behavior Model on Public Organizational Performance.

The research was conducted in 3 City Sector public area, The population in this research was all employees at public sector organization in 3 Regency City in Central Java: Semarang, Purworejo and Purwokerto. The sample selection was conducted through purposive sampling method. The sample sin this research were civil servants of the financial section in SKPD with the number of 300 respondents. The data used in this study were primary data through the questionnaires.

Keywords: Organizational Citizenship Behavior, Public Sector, Performance.

I. Introduction

The organizational citizenship behaviour (OCB) is showing a positive behaviour beyond expectations such as helping colleague even if it is not required, voluntarily for extra jobs, respecting the rules and regulations of the organization as well as having tolerance with occasional work-related impositions and nuisance (Robbins, 2013). JS and OCB are two factors that have been regarded as primary for organizational success (; Schnake et al., 1995). Shim and Rohrbaugh (2014) stated that OCB shows a collective engagement and contributes to betterment and effectiveness of an organization. Ibrahim and Aslinda (2013) suggested that employees with high satisfaction were likely To portray positive behaviours such as OCB as an expression of “pay back” by way of being thankful to the organization.

Currently, there are 1.3 million government employees in Indonesia (Kompas, 2018) in 28 schemes of various services under Public Sector Department. With a huge number of employees, work implementation process might become very tedious and need a total collaboration and support from top management. Therefore, JS is considered as an imperative factor in increasing the government organization work productivity. Not only JS can be expressed verbally or openly, the behaviour of a person can also be an indication of his/her JS or dissatisfaction. Thus, there might be different perceptions of public officials towards their job. Hence, this research is undertaken to determine the perception of JS among public sector employees and to identify which facets of JS is highly correlated with OCB. Public service motivation scholars have argued that public employees have distinct motivational bases that could lead them to engage in citizenship behaviour (Houston, 2000; Perry, 2000; Crewson, 2007). Several studies have adopted social exchange approaches to examine the influence of justice awareness and perceived supervisory support as important predictors of JS (Coyle-Shapiro et al., 2002).

Although these approaches are helpful in explaining government employees’ OCB, they are limited in explaining why public employees tend to engage in citizenship behaviour proactively while facing unsatisfactory working conditions. Hence, this study will examine whether JS has influence on OCB dimensions in the public sector. This study focuses on administrative employees from different levels such as support staff, officers and managerial level employee of civil servants in Ministry level.

This research developt Organizational Citizenship Behavior on Public Organizational Performance. The research build model behaviors and perceptions of public employees regarding organizational performance can be understood through their voluntary contributions to the

functioning of their organization. It is argued that OCB can mediate the relationship between subjective constructs of organizational performance and the perceptions of employees regarding their leaders as well as their motivation to serve in the public sector. Leadership style matters because leaders can shape the environment in a workplace (Vigoda-Gadot, 2007; Wang et al., 2005).

The motivation to serve in the public sector also matters because individuals with a strong public service motivation tend to show higher levels of compassion, interest for the well being of the community, and the expectation to sacrifice personal benefit for the well being of others (Vandenabeele et al., 2006; Christensen & Whiting, 2009). And that, both variables have been considered as predictor for organizational performance. Additionally, as we mentioned earlier, OCB is considered to increase the performance within the organization. But also, leadership styles and motivation to serve the public are considered explanatory variables for OCB. Thus, we argued that OCB plays a mediator role between leadership styles, public service motivation and perceived organizational performance. Public sector employees have exhibited higher degree of OCB as compared to private sector employees. Most importantly, organizational citizenship behavior is being proven as the catalyst for enhancing job satisfaction level of employees.

Scholars pointed out that the existence of traditional administrative systems (i.e., red-tape and inefficient distribution of the scarce resources location) is one of the main problems associated with the barriers to reform (Grindle, 2007). Other obstacles to reform include the obsolete local systems responsible for public services (i.e., lack of responsiveness and quality of the services), poor professionalization of public employees (i.e., lack of experience and excessive employment-mobility), and the lack of urban planning and economic development (i.e., in the medium and long term).

II. LITERATURE REVIEW

A. OCB in Public Sector

OCB are critical in enhancing government organizations' productivity. At the point of taking part in citizenship practices, public officials; likewise their partners in the private sector, can look for approaches to upgrade organizational performance. In doing so, they would provide better public service and build a better organizational atmosphere. As a result, citizenship behaviours of public employees can improve the welfare of citizens and enhance the image of public organizations (Vigoda and Golembiewski, 2001).

This study specifically adopts the dimensions of OCB from Organ (2007). He defined OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization." Based on Organ's (2007) study, OCB has five dimensions including altruism, civic virtue, conscientiousness, courtesy and sportsmanship. Altruism is defined as helpfulness or simply helping others such as co-workers, clients, associates or bosses (Organ, 2007). Civic Virtue is all about involvement of subordinates and the way they alert such as being up to date with changes within the organization, keeping up with important matters of organization and willingness to contribute actively in its governance (Podsakoff et al., 2000). Conscientiousness is referred to adherence with the standards, guidelines and regulations of the organization. Courtesy involves helping others by taking steps to avoid problem among colleagues as well as consulting before taking actions (Mohammad et al., 2011). Finally sportsmanship is conduct of individuals who do not complain about unimportant matters. According to Podsakoff et al. (2000) as cited from Lo et al. (2009), good sportsmanship would boost the determination and the morale of the work group.

B. Leadership Style

The leadership style is often defined as the process whereby "leaders and followers raise one another to higher levels of morality and motivation" (Organ, 1988: 4). The definition assumes that employees will do what their managers or leaders do, rather than what the policy manual specifies (Paarlberg et al., 2009). Managers who inspire their followers to go beyond their short-term self interest, by cooperating, taking risks, and innovating, can benefit the organization as a whole (Miller, 2002). Thus, we hypothesize that if public employees perceive their organization is practicing a transformational leadership style, they are likely to have a positive view of the performance of their organization (H2). The employees' perceptions of leadership styles are also important for organizational performance because leaders and managers can influence employee behaviors (Wright & Pandey, 2010). While there are multiple conceptualized definitions on what

constitutes a leadership style, we are interested to understand the dimensions of tranformational leadership styles.

The transformational leader style can encourage employees to engage in OCB (Vigoda-Gadot, 2007). For example, Kacmar and Ferris (1991) argue that leaders have the ability to create conducive working environment for employees by promoting fairness and justice. In such a working environment, employees are likely to contribute their efforts beyond the requirements of their job description, i.e., motivated to emulate the leaders and be viewed as part of their efficacious followers. For example, Yoon and Suh (2003: 597) find that "employees' job satisfaction and trust in the manager are significantly related to OCB and that their active engagement in OCB has a positive relationship with the perception of service quality." Morrison (1996) and Yoon and Suh (2003) found OCB correlated positively with a relatively high quality customer service. This is because the level of emphasis of OCB by human resources management influences the extent to which managers motivate social exchanges, identify the organization mission, and empower the employees. Thus, we hypothesize that if public employees perceived their organization is practicing a transformational leadership style, they are likely to engage in OCB (H3).

C. Public Service Motivation

Perry and Wise (1990: 368) define public service motivation (PSM)5 as an "individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations." While there are few strong empirical evidence to support the proposition that PSM influences employees' work productivity (Perry et al., 2010), theoretically, one can also argue that PSM is associated with organizational performance because the individuals' motivation to serve their communities is based upon the idea of sacrifice and compassion for others (Perry &Wise, 1990; Brewer et al., 2000; Kim, 2006).

The argument is based on the assumption that public employees have a strong desire to work for the public sector because they "respond to motives grounded primary in public institutions and organizations" (Perry & Wise, 1990: 368). Therefore, we hypothesize that if public employees have a strong commitment about public service motivation (PSM), they are likely to have a favorable view of the performance of their organization (H4). The motivation to serve in the public sector signals strong emotional commitments to the welfare of others; and if translated into citizenship responsibilities, can encourage unselfish behaviors and build interpersonal relationships among co-workers within the organization. In the organization that they serve, the "public spirit" often translates into good citizenship behaviors. As noted by Goodsell (2011) through his idea of the "mission mystique" -much of what public administration does has to do with attitudes (e.g., beliefs and values) and behaviors (ethical conduct) of employees. The desire to serve in the public sector signals commitment to non-utilitarian incentives. Such attitude encourages employees to engage in OCB, which can serve as a foundation upon which employees take pride in their efforts, express a strong commitment to the organization, and establish reciprocity relationships. Thus, we hypothesize that if public employees have a favorable view of public service motivation, they are likely to engage in OCB in their organizations (H5).

III. RESEARCH METHODOLOGY

A. Research Methods

The research was conducted in 3 Regency City in Central Java: Semarang, Purworejo and Purwokerto. The sample selection was conducted through purposive sampling method. The sample sin this research were civil servants of the financial section in SKPD with the number of 300 respondents. The sources of data in this study were primary data through the distribution of questionnaires. The data analysis method used in this research was multiple regression analysis method.

B. Measurements

The appendix shows the questionnaire items and statistics related to all the measures of this study. Answers to survey items were measured on a five-point Likert scale where "1= strongly disagree" and "5=strongly agree", but transformational leadership items were from "0=not at all" and "4=frequently, if not always." The perception of employees regarding the public organizational performance (POP) was operationalized based on 4 items, reflecting organizational responsiveness (toward the fulfillment of its mission, efforts to support residents, responds to public requests, and responds to public criticism and suggestions for improvement) (Vigoda,

2000; Lusthaus et al., 2002). Consistent with the Public Management perspective, the organizational performance was operationalized as the employees' perceptions on the extent to which an organization is able to meet its overall goal of public interests (Vigoda, 2000). For example, Dubnick (2005) argues for the importance of a result-oriented performance, which emphasizes the processes of what is being produced, rather than the outcomes of production.

Researcher adopt a subjective measure based on employees' experiences and perceptions concerning their assessment of organizational goals. The exploratory factor analysis for public organizational performance produced a high internal consistency (a = .89). The latent construct of organizational citizenship behavior (OCB) was measured based on eight items. The construct has two dimensions9 (Williams & Anderson, 1991; Lee & Allen, 2002; Organ, 1997): (1) the extent to which individual employees perceived their citizenship roles on others in the organization (altruism, courtesy, helping co-workers) and (2) the extent to which individual employee perceived his/her citizenship roles in relation to the organization (loyal to organization, attentive to organizational development, supportive of organizational image).

This is in line with the literature emphasizes that employees may behave differently toward their peers and the organization. For example, Lee and Allen (2002) argued that OCB benefiting the organization were related to fairness and recognition; whereas citizenship behaviors related to the individual are based on altruism, empathy, and the concern for others.

The public service motivation (PSM) measurement was captured by an index based on seven items. The latent construct has two factor components: (1) Commitment to the public interest, which was measured by four items on the extent to which respondents regard their employment as a civic duty, unselfish act, and meaningful to the whole community.

The latent construct for the Transformational Leadership Style (TLS) was measured by five leadership styles by using 20 items derived from the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995). These 20 items were classified into the leadership styles mentioned earlier (see footnote 4). Leaders can shape the working environment, and hence the performance of the organization (Hennessey, 1998). As indicated in the literature, inspirational leadership is an element of the transformation leaderships where leaders can motivate their followers through optimism about the future such as setting organizational goals, projecting an idealized vision, and causing the followers to believe that the vision is reachable.

IV. ANALYSIS AND DISCUSSION

Public employees in 3 central java cities are characterized by their active participation in society. They have a traditional view about the role of government when it comes to the implementation of public policies (Dávila & Elvira, 2007). Writing about Public employees 3 Regency City in Central Java: Semarang, Purworejo and Purwokerto employees, Tierney *et al*. (2002) noted that employees' extra-role behaviors depend on the relationships they have with their supervisors. The argument is consistent with Elvira and Dávila (2007), who argue that public worker attitudes at the work place are based on "psychological contracts," i.e., as characterized by their sense of loyalty, commitment, and good relationship with their managers/supervisor.

We received a total of 350 completed surveys representing a 87 percent response rate. The majority of respond- ers were male (i.e., 52.8 percent) and about 45.6 percent female. Most respondents worked for the state governments. More than half were employed in activities linked to public services (i.e., they deal face-to-face with citizens) and most worked full-time (i.e., 65 percent). Most respondents earned a bachelor's degree education (i.e., 60 percent). The respondents' experiences in the public sector averaged about 10 years. The average age of respondents was around 38 years old.

The respondents were presented with a 52-item survey instrument. About 3 percent of the total items in the survey were left missing by the respondents. As pointed out by McKnight *et al*. (2007), missing values if unresolved can lead to bias in the final estimation. We examined the patterns of missing data by comparing the differences of variance between items "with" and "without" missing values and then determining whether the differences have an effect on the other items in the survey. Also performed the Little's Chi-square test and found the missing data occurred completely at random (MCAR) (Little, 1988). To correct for the missing values, we used the multiple imputation method as proposed by McKnight *et al*. (2007). We also checked for the normality assumption violation using the criteria of skewness and kurtosis absolute val- ues (Curran *et al*., 1996; Kline, 2011) and found no serious violation. The data analysis was executed with AMOS 18 with maximum likelihood estimation.

Answers to survey items were measured on a five-point Likert scale where “1= strongly disagree” and “5=strongly agree”, but transformational leadership items were from “0=not at all” and “4=frequently, if not always.” The perception of employees regarding the *public organizational performance* (POP) was operationalized based on 4 items, reflecting organizational responsiveness (toward the fulfillment of its mission, efforts to support residents, responds to public requests, and responds to public criticism and suggestions for improvement) (Lusthaus *et al*., 2012). Consistent with the New Public Management perspective, the organizational performance was operationalized as the employees’ perceptions on the extent to which an organization is able to meet its overall goal of public interests (Vigoda, 2017). For example, Dubnick (2015) argues for the importance of a result-oriented performance, which emphasizes the processes of what is being produced, rather than the outcomes of production. Researcher adopt a subjective measure based on employees’ experiences and perceptions concerning their assessment of organizational goals. The exploratory factor analysis for public organizational performance produced a high internal consistency (a = .89).

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The *public service motivation* (PSM) measurement was captured by an index based on seven items. The latent construct has two factor components: 1) Commitment to the public interest, which was measured by four items on the extent to which respondents regard their employment as a civic duty, unselfish act, and meaningful to the whole community (*a* =.70) and 2) Compassion, which was based on three items capturing respondents’ views on people in need and caring for others (*a* = .66). The construct at- traction to the public policy making was dropped because of its low reliability (*a* =.63). Public service motivation as a latent construct has a casual effect on these components because it was assumed that the employees are driven by “a desire to serve the public interest, loyalty to duty and to the government as a whole and social equity” (Perry & Wise, 1990: 369).

The overall CFA model and second order CFA were implemented in order to evaluate the construct validity of PSM (*df*=12)= 30.14, *p*<.003 AGFI = 0.98, CFI = 0.99, RMSEA = 0.04, and SRMR = 0.03]. The fit of this model was also good.

The latent construct for the *Transformational Leadership Style* (TLS) was measured by five leadership styles by using 20 items derived from the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995). These 20 items were clas- sified into the leadership styles mentioned earlier. Leaders can shape the working environment, and hence the performance of the organization (Henessey, 1998). As indicated in the literature, inspirational leadership is an element of the transformation leaderships where leaders can motivate their followers through optimism about the future such as setting organizational goals, projecting an idealized vision, and causing the followers to believe that the vision is reachable.

The overall measurement model fit was more than acceptable (*df*=310)= 762.33, *p*<.001 AGFI = .98, CFI = .96, RMSEA = .038, and SRMR = .043]. These results showed that the latent variables or constructs have high internal consistency with all reliability scores around .70 or higher and all the average variance extracted values above 0.60 (Fornell and Lacker, 1981). Additional evidence of discriminant validity is presented in Table 1 where the reliabilities of first-order constructs were compared with the inter correlations. Results indicated that all correlations were smaller than the estimated reliabilities that, according to Churchill (1999), satisfy the discriminant validity requirement.

The procedures involved in SEM were implemented in two parts. First, the technique involved the development of a measurement model, which included the identification of latent constructs (e.g., assessments of factor loadings, errors in variances and covariances, factor

variances, and covariances).

Second, the technique involved the development of a structural model, which assessed the direct and indirect relationships among latent variables. This was done after conducting a Confirmatory Factor Analysis (CFA). While the CFA established the patterns on how each observed variable load in specific latent variables, the analysis did not produce direct or indirect effects connecting the various constructs of interest (Garson, 2011).

Subsequently, using information developed from the CFA, a structural model was developed. The summary statistics and correlation coefficients of the latent constructs can be found in Table 1. The good- ness of fit indices indicated the structural equation model fits the data well (df=310) = 762.32, /df = 2.46, AGFI = .95, CFI = .96, RMSEA=.038 and SRMR = .041

Table 1
Discriminant Validity: Inter-trait Correlations and Reliabilities

	Mean	*SD*	[1]	[2]	[3]	[4]	[5]	[6]
1. Public Organizational Performance	3.67	1.03	(.89)					
2. OCBs Related to Organization	4.09	.84	.41*	(.87)				
3. OCBs Related to Individuals	3.54	.89	.21*	.43*	(.72)			
4. Public Interest	3.70	.93	.21*	.38*	.29*	(.70)		
5. Compassion	3.68	.95	.14*	.33*	.26*	.44*	(.66)	
6. Transformational Leadership Style	2.94	.84	.41*	.47*	.28*	.21*	.21*	(.81)

Notes: Elements in parenthesis on the diagonal are Cronbach's alphas.
Elements below the diagonal are intertrait correlations. All correlations are statistically significant at the *p < .01 (2-tailed) level.

In the context of the 3 City public sector employee, we found that public employees are engaging in OCB, and that the public employees' OCB has a positive effect on their perceptions concerning organizational performance. The factors that motivate public employees' OCB in 3 cities Area can be explained partly by their perception of transformational leadership style and partly by their motivation to serve in the public sector.

Figure 2 presents the results of the SEM, which shows that most of the inferential results are statistically significant at the p < .001 level apart from the standardized coefficient for the PSM - POP pathway, which is negative and not statisti- cally significant (b = -.03, p >.05). About 29 percent of the public organizational performance variance is explained by the predictors (i.e., OCB, TLS, and PSM). Similarly, about 73 percent of the OCB variance is explained by TLS and PSM.

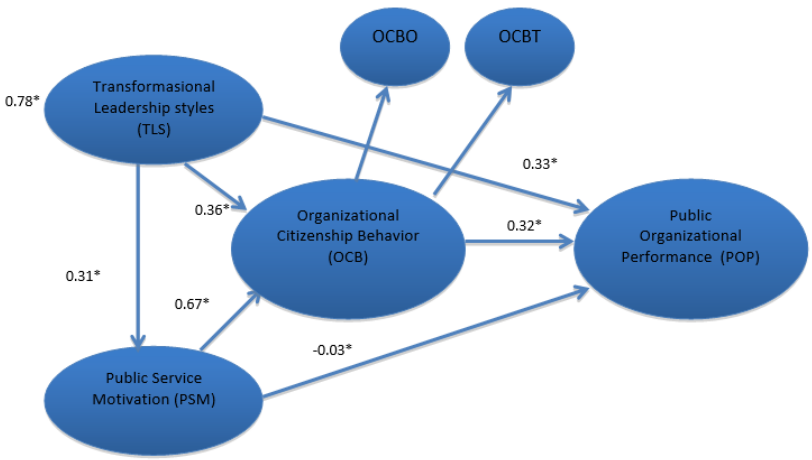

Figure 2. Output

C. The Effect of Variable to Performance

There is evidence to support the first hypothesis that public employees' engagements in OCB are associated positively with their perceptions of public organizational performance. public employee's attitudes about OCB will predict a .30 standard deviation increased in the mean of employees' perceptions of organizational performance, holding the other variables constant. The result is in accordance with the studies related to OCB and organizational performance (Organ *et al*., 2006).

We also found that public employees' perceptions of transformational leadership style (TLS) are positively associated with their perceptions of public organizational performance. The structural model shows a positive and statistically significant as- sociation between these two variables (b = .33, p<.01). The result is consistent with previous research, which studied the relationship between transformational leadership style and organizational performance (Wright & Pandey, 2010; Vigoda-Gadot, 2007; Burns, 1978; Bass, 1985; Rainey & Ryu, 2004).

The third hypothesis is also supported. That is, public employees' perceptions of transformational leadership style are asso- ciated positively with their engagements in OCB. Results from the structural model showed the relationship to be positive and statistically significant (b = .36, p < .01). The finding is consistent with the previous research that suggests employees are likely to perform extra-role behaviors such as those related to OCB (e.g., Podsakoff *et al*., 2000; Organ *et al*., 2006; Vigoda-Gadot, 2007).

We also found a positive association between PSM and OCB. If public employees have a favorable view of public service motivation, then they are also likely to engage in OCB. There is a strong support for this hypothesis because the coefficient is rela- tively large and statistically significant (i.e., b =.67, p<.01). The positive association between PSM and OCB is consistent with the literature (e.g., Kim, 2006; Pandey *et al*., 2008), suggesting that the motivation to work in the public sector contributes to employees' motivation to engage in OCB. The employees maintain and enhance the social and psychological environment of their work place and thus better execute their assigned responsibilities and specific tasks. The contributions can take the form of helping coworkers accomplish their activities, as well as manifesting concern for the functioning of the organization. However, we found no evidence to support the asso- ciation between the levels of PSM and the perceptions of organizational performance. The SEM analysis produces a negative coefficient and the association is not statistically significant (b = -.03, p >.05)

The SEM analysis establishes the partial mediator role of OCB, i.e., between TLS and POP and between PSM and POP. The employees' engagement in OCB affecting their views on the performance of public organization is not because of the influence of TLS but PSM. the indirect effect of TLS – OCB – POP pathway indicates that the indirect effect of TLS on POP occurred via the influence of OCB. The indirect effect of 0.108 i.e., (.36) (.30)] indicates that, on average, the level of public employee perceptions of POP can be expected to increase by a 0.108 standard deviation for every increase of standard deviation of the TLS via the prior effect on OCB, holding the other variables constant

However, the results suggest that OCB played a mediator role when the asso- ciation between PSM and POP is considered. This is because the indirect effect of PSM ▪▪ OCB ▪▪ POP {b[(.67) (.30)]= 0.201, p<.01} is higher than the direct PSM ▪▪ POP (-0.03, p>.05) which satisfies the Baron and Kenny's requirement. The results suggest that employees who engage in OCB will perceive favorably their organization- al performance because of their strong motivation to serve the public. In other words, they are likely to perform extra activities such as those described in OCB to fulfill their internal motivations of serving their communities; and that such attitudes have an effect on their perception about the performance of the organization

This indirect effect is lower than the direct effect (.33), which does not meet the Baron and Kenny (1986) criterion for a mediator variable. However, the results suggest that OCB played a mediator role when the asso- ciation between PSM and POP is considered. This is because the indirect effect of PSM ▪▪ OCB ▪▪ POP {b[(.67) (.30)]= 0.201, p<.01} is higher than the direct PSM ▪▪ POP (-0.03, p>.05) which satisfies the Baron and Kenny's requirement. The results suggest that employees who engage in OCB will perceive favorably their organization- al performance because of their strong motivation to serve the public.

In other words, they are likely to perform extra activities such as those described in OCB to fulfill their internal motivations of serving their communities; and that such attitudes have an effect on their perception about the performance of the organization.

Among the public employees, the association between OCB and perception of organizational performance is particularly evident. The public employees in the sample are

more likely to help their coworkers. They perceive their leader as someone who has a strong sense of purpose, is able to articulate a compelling vision of the future, demonstrates a concern for the organization's image, expresses loyalty, and protects the organization from potential problems.

Aside from the influence of the leadership style, the empirical analysis shows that OCB played an important mediating role between public service motivation and public organization performance. The evidence boosted the general proposition that OCB plays an important role given the absence of an association (direct effect) between public service motivation and the employees' perception of organizational performance. Although the finding suggests that the public service motivation is not statistically significant in explaining the public employees' perception of public organizational performance, the fact that the direct association is not clear in the literature presents a theoretical puzzle.

Public employees may have a relatively strong motivation to serve in the public sector, but they may be disappointed to perform well for the public organization. One possible explanation is based on the argument presented by Scott and Pandey (2005), who point out that the motivation to serve in the public sector can be frustrating for public employees, especially if they fail to witness the connection between their efforts and the organizational outcomes. Despite the belief in making a difference, they can be frustrated with procedural rules with no clear connections between performance and rewards.

In the context of public employee administration, public employees may have a strong motivation to serve in the public sector; however, because of the inappropriate management system, excessive red tape, and unskilled employees, the performance of public organization is not viewed favorably.

Public management scholars have suggested that OCB may have a positive impact on organizational performance; however, few have extended the argument by including the mediating effects of OCB between leadership styles, public service motivation, and public organizational performance. and public service motivation as antecedents for citizenship behaviors in order to ex- plain public employees' perceptions regarding the performance of their organization. Our findings highlight that, in the 3 Cities in central Java, should be encouraged by the government because such behaviors are an important part of contemporary management practices and encourage public employees to display OCBs. That is, there is evidence to suggest that SKPD public employees with higher levels of PSM (e.g., desire to serve their community) and experiencing transformational leadership (i.e., based on values) will be motivated to perform above and beyond what is expected of them.

Our findings have several implications for practice. In the context of public administration employee, since OCBs are important for organizational performance, the task for the HR practitioners is to identify the behaviors in the job analysis and consider them as part of job success. OCB among public employees will be an important management practice that should be encouraged in order to respond to public demands for public services.

To carry out these responsibilities, public employees with strong public service motivation and OCB will be the cornerstone to achieve a desired organizational goal and instill a strong commitment to public service. In addition to performance appraisal, there is also a need to introduce training programs as well as applying practices of recruiting and selection of potential employees likely to engage in OCBs. Such approach can improve human resource management and practices in a public organization.

According to Organ et al. (2016), the process of recruitment and selection of potential public employees is an important first step to enhance OCB. Since OCBs are important for organizational performance, the task for the HR practitioners is to identify the behaviors in the job analysis and consider them as part of the job success. It is also possible to engage employees in OCB through training and mentoring programs by partnering most experienced employees with new employees as a way to motivate those being mentored to engage in OCBs (Organ,et al., 2016).

While the study makes contributions to the field of public management, it also has several limitations. The empirical study is based on perceptions of employees and not on their actual behaviors. The measurements used to operationalize the latent construct also have their limitations.

For instance, although the measures used in this research had been empirically tested for their reliability and validity, the latent construct OCB is difficult to operationalize

because of the fuzziness of the concept. Scholars have warned of the difficulty in separating the differences between in-role behaviors and extra-role behaviors (Morrison, 1994).

In addition to the operationalization of OCB and public service motivation, future research should explore other forms of leadership style. For instance, the transformational leadership style is only one type of leadership style that may be experienced by all public employees in Mexico. The employee in central java leadership style is based on "paternalism, indicates that leaders are generally benevolent by taking care of their employee's basic needs and families.

V. Conclusion

Since OCBs are important for organizational performance, the task for the HR practitioners is to identify the behaviors in the job analysis and consider them as part of job success. OCB among public employees will be an important management practice that should be encouraged in order to respond to public demands for public services. In addition to the operationalization of OCB and public service motivation, future research should explore other forms of leadership style.

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