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**ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE GREEK
PUBLIC SECTOR**

by
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ABSTRACT

The aim of this thesis is to investigate the construct of organizational citizenship behavior (OCB) in the Greek public sector. OCB accentuates constructive and cooperative employee behaviors that contribute to the organization but yet do not fall within the domain of mandatory in-role behaviors. Despite the extensive body of international research on OCB in the private and public sector there is a lack of extra role behavior research in the Greek context. The significance of this thesis is its contribution to the understanding of how Greek civil servants are engaged in extra role behaviors and consequently, how do they influence the performance of public administration. The extent to which Greek civil servants exhibit OCB is examined and the effects of demographics, education, job status, public service motivation, organizational identification and job satisfaction on OCB are also investigated. Four research hypotheses are tested with the aid of a questionnaire administered to 322 employees of central and regional Greek public service units. To identify the relationships and interactions between explanatory variables and their impact on OCB, mediation and moderation analyses were conducted. Findings indicate that there is a strong relationship between OCB and public service motivation while the interaction of organizational identification and job satisfaction acts as mediator to this relation. Theoretical contributions, managerial implications and future research are also discussed.

Key words: Organizational citizenship behavior, Greek public sector, public service motivation, organizational identification, job satisfaction, mediation and moderation analysis.

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1. INTRODUCTION

Public services worldwide have been subject to reforms and restructures in order to enhance competitiveness and meet social expectations in a dynamically changing global work environment. The Greek public sector is no exception and reforms in the public services have been a priority for every government the last decades. The Greek Ministry of Administrative Reform and E-Government (MAREG) is working on an ambitious restructuring plan of the public sector in order to increase its effectiveness and efficiency and to provide high quality services to citizens and businesses (Greek Ministry of Finance, 2014). Since organizational effectiveness depends heavily upon the human capital and assets (Lepak and Snell, 1999) it is the public sector employees who carry the burden of meeting organizational goals directed towards public interest by improving their efficiency and productivity.

Under this perspective there has been a growing interest in the relationship between employee performance and the public interest in the recent years. A considerable amount of scholars presented empirical work demonstrating what public interest means to public sector employees, why they develop a strong sense of public service and how their behavior is influenced within their organizations. Most of this research suggests that public sector employees do have more of a service ethic than their private sector counterparts which is public oriented (Alonso and Lewis, 2001). Phillip Crewson (1997) found that the individuals who are primarily motivated by a public service ethic are more likely to be engaged in public service positions. He concluded that public sector employees are more committed to their jobs and that public service organizations are more likely to be dominated by service - oriented employees. Within effective organizations (including the public sector) employees often go beyond formal job responsibilities performing non mandatory tasks with no expectation of tangible and intangible rewards (recognition or compensation). This behavior is neither imposed nor required, yet these employees contribute to the smooth functioning of the organization. Sangmook Kim (2005) tested empirically the organizational performance in the public sector and found that public employees are seeking ways to enhance organizational performance by contributing to a better organizational culture and by providing better public service. They do so by going beyond the formal requirements of their positions and job descriptions. This behavior results in governmental operations which are

managed with greater efficiency and also in services which are delivered with higher quality. These findings are in line with the work of Daniel Katz (1964) who proposed that the surpassing of formal job requirements by employees is amongst the activities which are crucial for the successful functioning of any organizational system. Katz introduced the concept of extra-role cooperative behavior: “There must be innovative and spontaneous activity in order to achieve organizational objectives which go beyond the role specifications”. In 1966 Daniel Katz and Robert Kahn wrote (as cited in Organ et al., 2006): “Within every work group in a factory, within any division in a government bureau, or within any department of a university are countless acts of cooperation without which the system would break down. We take these everyday acts for granted, and few of them are included in the formal role prescriptions of any job”. These employee acts and behaviors that are intended to benefit the organization and go beyond existing role expectations inspired the concept of Organizational Citizenship Behavior which originated in Dennis Organ’s (1988) attempts to explain the relationship between job satisfaction and job performance. Organizational citizenship behavior was eventually proposed as an alternative form of performance behaviors, differentiated from traditional performance relying heavily on ability constraints.

The aim of this research is to investigate the degree of OCB existence in the Greek public sector, establish which groups of Greek civil servants harbor these behaviors and search for possible connections with the concepts of public service motivation, organizational identification and job satisfaction.

The outcome of this research will contribute to the enrichment of the limited body of knowledge concerning the way public administration operates today within the Greek context. On a more practical level, a further outcome of the study is the development of HR strategies in future public sector reforms and restructures in order to improve organizational competitiveness and employee effectiveness and efficiency.

This thesis consists of six main parts. In the introductory part the context of the study, the aim and scope, the significance of the study, and an overview are presented. In part 2 the study is situated in related literature which consists of five components: the definition of OCB, a brief description of the characteristics of the Greek public sector, the effects and consequences of OCB within organizations and finally the existing body of knowledge on OCB in the public sector. In the same chapter the theoretical framework and the research questions are posed. Part 3 deals with the methodological issues and research design providing the case study context and the theoretical and

procedural description of instruments used in the study to collect, present and analyze data. Part 4 presents the results of data analysis. In part 5 the discussion on the key findings is expanded, the implications and limitations of the study are presented, and recommendations for further research agendas and study are drawn. Finally part 6 contains the conclusions and reflective evaluation of the study.

Assuming that OCBs have an effect on organizational performance and consequently public sector performance, it makes sense to identify any variable associated with the concept of OCB that may increase these behaviors within the public sector organizational settings.

2. LITERATURE REVIEW

2.1. Defining Organizational Citizenship behavior

It has been more than thirty years since Professor Dennis Organ and Professor Thomas Bateman (1983) provided the first empirical support for their proposed relationship between job satisfaction and qualitative performance. The term “Organizational Citizenship Behavior” was introduced and its first measure which included subscales of helping and compliance was developed (Smith et al., 1983). Initially the term OCB was used by Organ to describe “an interest in work that is discretionary, not directly or explicitly recognized by the formal reward system and it on the whole promotes the effective functioning of the organization”. According to the definition, OCB is an extra-role behavior that is beneficial to any organization and, it is not a job responsibility required by the formal employment contract but it consists of a series of informal cooperative actions. Organ identified three basic characteristics of OCB namely “not job role demand”, “not in the range of performance appraisal”, and “beneficial to organizational functions”.

Later Organ (1997) modified his definition and considered OCB as a contextual performance similar to that of proposed by Borman and Motowidlo (1993): “OCB can provide support for the fostering of broader organizational, social, and psychological environment through volunteering for activities beyond a person’s formal job expectations, persistence of enthusiasm to complete important task requirements, assistance to others, the following of rules and finally through the defense of the organization objectives”. OCB now included “contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (Borman et al., 2001). Most recently Organ (2006: 34) came up with a newer revision which emphasized the discretionary nature of OCB by defining it as “the discretionary contributions that go beyond the strict description and that do not lay claim to contractual recompense from the formal reward system”. The advantage of this revised definition is that it: (a) maintains the distinction that has empirically been shown to exist between task performance and OCBs (Rotundo & Sackett, 2002), (b) is more consistent with Borman and Motowidlo’s definition of contextual performance, and (c) avoids some of the difficulty with viewing OCBs as discretionary behavior for which an individual might not receive formal rewards.

LePine and his colleagues (2002, p. 55) confirmed Organ's theory and demonstrated with the use of meta-analysis that there are strong relationships among most of the dimensions proposed. They also proved that the dimensions have equivalent relationships with the OCB predictors most often considered by scholars such as job satisfaction, organizational commitment, fairness, trait conscientiousness and leader support, and simplified the definition of OCB as "a general tendency to be helpful and cooperative in organizational settings which may manifest in many different behaviors".

Several similar concepts and related constructs to OCB have been suggested by scholars since Dennis Organ's original definition: (a) *pro-social organizational behavior* which is performed by a member of an organization, directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role and, performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed (Brief and Motowidlo, 1986), (b) *organizational spontaneity* (helping co-workers, protecting the organization, making constructive suggestions, developing oneself, and spreading goodwill) (George and Brief, 1992), (c) *contextual performance* (behaviors that contribute to the culture and climate of the organization such as volunteering for extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures and, supporting or defending the organization) (Motowidlo and Schmit, 1999).

Almost 30 different forms of citizenship behaviors have been identified in a research conducted by Podsakoff and colleagues (2000). These include interpersonal helping, altruism, courtesy, loyalty, peacemaking, cheerleading, sportsmanship, conscientiousness, individual initiative, civic virtue, interpersonal facilitation, job dedication, helping co-workers, obedience and spreading goodwill.

The concept of OCB has been also enriched by the addition of distinct and important subcategories and subtypes such as the *extra role behavior (ERB)*. ERB is defined as a behavior beneficial to the organization or intended to benefit the organization (VanDyne et al., 1995). This behavior is discretionary and goes beyond role expectations. This employee behavior must be voluntary, the employee actions should be intentional and the overall behavior must be positive and primarily

disinterested from the perspective of the employee. This extra role behavior has two major dimensions (a) the *affiliative* citizenship behavior, and (b) the *challenging* citizenship behavior (AOCBs and COCBs, respectively). The first one is interpersonal and cooperative in nature while the second one represents any risk that could damage a job relationship (Van Dyne & LePine, 1998).

Jill Graham (1991) presented a political approach to organizational citizenship which he called *civic organizational behavior*. This approach uses OCB as a global term for describing all organizationally relevant individual behaviors. The intellectual heritage of citizenship research in philosophy, political science and social history are engaged to identify specific substantive categories of citizen rights and responsibilities. Under this perspective citizenship describes the status of belonging somewhere, and it implies both rights and responsibilities. Organizational civil rights include fair treatment in routine personnel matters (hiring, assignment, evaluation, etc.), and also guarantees of due process when problems arise (e.g., grievance investigation and disciplinary proceedings). Political rights include the ability to participate in decision making both about current operational matters and about broader organizational policies and objectives. Social rights include economic benefits (regular salary/wages, bonuses, insurance, pensions, etc.), social status symbols, and training/educational opportunities.

Eran Vigoda-Gadot (2006) suggested the term *Compulsory Citizenship behavior* (CCB). He argued that due to growing pressures over organizations to provide better services to their clients and to become more effective and competitive employees are more prone to be engaged in a behavior which is forced and almost mandatory. In demanding working environments employees are frequently facing strong social or managerial pressure to engage involuntarily in informal work activities and consequently, for practical purposes, most of them bow to such pressures despite the fact that they will receive no formal reward or compensation for such activities. Vigoda-Gadot argued that if working pressures had not been present those employees would have chosen to withhold such behaviors. Thus, the word “voluntary” is actually not applicable here and the term “Compulsory Citizenship Behavior” is a better description of such behaviors. Hence, CCB is a common phenomenon in organizations and a significant number of employees have experienced such behavior personally or in their immediate worksite. CCB is distinct from conventional OCB and from in-role performance, and represents a stand-alone facet of behavior in the workplace. It is

positively related to job stress, organizational politics, intentions to leave, negligent behavior and burnout and, negatively related to innovation, job satisfaction, OCB and formal performance.

One of the latest OCB subtype additions is the *rewarded and unrewarded organizational citizenship behavior* based on paying you back or paying me forward (Korsgaard et al., 2010). This subtype suggests that when employees go above and beyond at work they do so because of personal strength or drive. This behavior can be provoked by either expected reciprocity or the obligation to reciprocate. The former is motivated by self-interest and the latter is motivated by other-interest. The authors suggest that individuals who are other-oriented are more likely to return favors even when nobody is watching. On the other hand, individuals who more self-interested are more likely to display OCBs only when their good deeds can be observed and lead to future benefits.

Recently, Zhang and colleagues (2011) identified four subtypes of OCB and constructed an OCB continuum based on the degree of employee voluntariness. These types are the *altruistic, responsible, instrumental and compulsory OCB*. Altruistic and personality-based OCB is defined as the behavior determined by employee personalities and it is not affected or influenced less by any outside existing contextual variables. Responsible OCB is based on reciprocity and is defined as an obligation to pay back other's favor based on social exchange etiquette and the norm of reciprocity. A large amount of recent empirical studies shows that this subtype has a positive impact on organizational functions. Instrumental OCB is based on self-interest. It is a type of behavior where impression management tactics (the efforts made by an individual to create, maintain, protect or, otherwise alter an image held by a target audience) are used for self-serving purposes. Instrumental OCB is useful for improving organizational performance, despite of the fact that these behaviors are actually adopted to serve self-interest. Finally, compulsory OCB based on stress is a context-forced type of OCB, where the employees are turning OCB into an expected work behavior by performing extra role duties to retain their jobs. The authors suggest that OCB is not necessarily a voluntary behavior and that the degree of voluntariness of OCB varies, ranging from completely voluntary OCB to completely compulsory OCB. When the environment changes instrumental and compulsory behaviors become norms in organizations. This idea is opposite to the original Organ's definition of OCB as an employees' voluntary

behavior. Finally this subtypes challenge the traditional assumption that OCB exerts only a positive impact on the performance of an organization.

Suzanne Masterson and Christina Stamper (2003) proposed the term *Perceived organizational membership (POM)* in an attempt to generate an overall representation of the *Employee–organization relationship* concept (EOR) and facilitate the identification of any interrelationships that may exist. The EOR is “an overarching term to describe the relationship between the employee and the organization” including both micro concepts such as the psychological contract (PC) and perceived organizational support (POS) and macro concepts such as the employment relationship (ER) (Shore et al., 2004, p. 292). Using Jill Graham’s Essay on citizenship as a starting point, Masterson and Stamper developed a construct which identifies three primary motive dimensions: need fulfillment, mattering, and belonging. Need fulfillment suggests that employees who experience obligations or responsibilities to the organization, such as for completing organizational tasks (obedience), for contributing to the organization’s general welfare (loyalty), or for being involved in organizational activities are more likely to experience perceptions of organizational membership. Respectively, mattering reflects the extent that the organization provides employees with a level of influence over organizational processes. The more the organization communicates to employees that they matter and are valued members, the greater they perceive the organizational membership. Finally, belonging refers to the extent that employees experience multiple responsibilities to the organization; the more responsibilities that employees have, the more likely they are to perceive themselves as belonging, and thus have strengthened perceptions of organizational membership.

The plethora and diversity of definitions and the number of articles published over the last decades (with their vast majority having been published since the turn of the 21st century according to Podsakoff et al.) indicate that organizational citizenship behaviors are an integral part of the fields of organizational behavior and psychology. Regardless of which of original Organ’s definitions or the successive ones plus their subtypes and subcategories one relies on, one of the main reasons for the study of OCBs in organizations and especially in the public sector should be that they are expected to be positively related to measures of effectiveness which is of uppermost importance in times of dynamic changes and transitions in work environments including public administration.

2.2. The Greek public sector

The Greek public sector includes the government agencies (Public administration and defense/compulsory social security) plus the state owned enterprises and controlled companies in the sectors of transportation, energy, public attendance, health and financial services. Its size can be estimated by using the share of general government employment in total labor force or in total employment and today it accounts for 17.5% of total labor force or 22.6% of total employment (Organization for Economic Cooperation and Development, 2015).

Since the origin of the modern Greek state elements of the Napoleonic administrative tradition combined with pre-existing rationales and patterns of operation (such as patronage) have forged the country's public administration system into a variant of the Napoleonic model (Spanou, 2008). The Napoleonic administrative model according to Peters (2008) assumes amongst other things (a) a system of administrative law involving the strong distinctiveness between public and private sector, (b) a centralized administrative apparatus with a distinctive civil service career, and (c) relationships between politics (politicians) and administration (civil servants) for the making and implementation of public policies. Since 1981 when Greece entered the European Union, the public sector has been going through a series of changes and reforms such as several privatizations but it still exhibits a series of special characteristics which should be taken into account when studying the perceptions, attitudes, and behaviors of public sector employees.

Some of the characteristics of the Greek public sector which functions under monopolist conditions include increased bureaucracy, excessive legal formalism and centralization, fragmented and obsolete organizational structure, political interference and permanent employment relationships (Organization for Economic Cooperation and Development, 2012).

Kevin Featherstone described the Greek public management curriculum and administration system as "one governed by political "clientelism" tightly interwoven with "bureaucratic inefficiency" (as cited by Koskina 2008). "Political clientelism", which is "the management of interpersonal relations between the powerful and the powerless based on a personal link that is generally perceived within the realm of political power", has traditionally been a characteristic of the Greek society. The Greek

type of clientelism is controlled by a reciprocal dispensation of favors and network connections. Political parties interfere in the operation of public organizations and political beliefs form the basis of interpersonal relations so that people of the same ideology are treated favorably, allowing political discrimination and clientelism (Spanou, 1999). The bureaucratic nature of the Greek state and the aforementioned clientelism resulted in a public administration system structured like a labyrinth and characterized by over-centralisation of authority and the creation of masses of civil servants who have to deal and comply with a series of fixed procedures and rigid rules. This public governance is criticized (as cited by Kufidu et al., 1995) as “unresponsive, deliberately resistant to change, incapable of dealing with new challenges and being the main retarding force in the modernization of the Greek economy and society”. These drawbacks have led to mediocrity, to a lack of motivation in personnel and more importantly to the partial inability the public services to meet citizens’ expectations.

As far as the employment relationship is concerned, the majority of Greek public servants are working under a life-long permanent type of employment which identified by Manojlović (2006) as one of the prevailing reasons the individuals prefer working for the public to the private sector. Other characteristics such as the design and execution of human resource management policies including recruitment and selection by central authorities lead to poor management, inadequate organization-employee fit and, limited employee motivation, reward or punishment (Bellou, 2007). The clearly determined Greek public sector career paths are defined by the bureaucratic structure of onward and upward progression across the organizational hierarchy and are linked to security in return for loyalty and commitment (Maddock, 2002).

A close look at the Greek culture from an organizational studies perspective can be quite revealing in the discussion about the heavily criticized characteristics of public administration. When it comes to the study of culture in terms of measuring the set of values that influence societal perceptions, attitudes, preferences and responses, the most accepted model is the typology developed by Geert Hofstede (1983). Within Hofstede’s cross-culture communication theory there are five dimensions: *Power Distance* (PDI), *Individualism vs. Collectivism* (IDV), *Masculinity vs. Feminism* (MAS), *Uncertainty avoidance* (UAI) and *Long-term vs. short-term orientation* (LTO). The dimensions are measured with scores ranging from 1 (*lowest*) to 120 (*highest*).

Hofstede measures indicate that Greece scores 60 on power distance. This score shows that the Greek society believes in hierarchy. There is also more centralization of power and inequalities amongst people expressed as salary gaps, privileges, and status symbols are acceptable.

Greece showed low individualism ratings (IDV) of 35 and high uncertainty avoidance ratings (UAI) of 112 respectively in Hofstede's measurements.

At a score of 35 in IDV, Greece is a collectivist culture, a society where people belong to groups and take care of one another in exchange for loyalty. There is strong cohesion and integration with the group which continues protecting its members in exchange for loyalty. This is an important aspect in the working environment too, where it is important to build up trustworthy and long lasting relationships. In more collectivist countries, work units in which individual responsibility for reform is not emphasized will be higher performing than work units in which individual responsibility is emphasized.

At 112 Greece has the highest score on uncertainty avoidance compared to other countries measured. Greeks as a nation are not at all comfortable in ambiguous situations which may create anxiety and stress. In Greece bureaucracy and laws are very important and people are highly concerned about their safety. They implement many rules and have extremely structured lives. A high uncertainty avoidance in societies results in low risk taking, focusing on due process and standardization. There is uneasiness with ambiguity and unknown situations. A high power distance refrains a direct confrontation between persons belonging to different hierarchical levels and leads to more centralization, less participation and more formal hierarchy. A culture of high uncertainty avoidance may result in a reluctance to undertake any procedure whose outcome appears to be unpredictable. In high uncertainty avoidance countries, work units in which rules and directions are well-defined are higher performing and will be more reluctant to change. Finally, due to their high score in this dimension Greeks are very passionate and demonstrative people (Bouckaert, 2007).

The implementation of Geert Hofstede's cross-culture communication theory, demonstrates successfully through the use of the dimensions of PDI, IDV and UAI the origins of the deadly sins of clientelism and bureaucracy of the Greek public

administration system: Greece is classified as a high-power distance, strong uncertainty avoidance, collectivistic and masculine culture.

Hofstede (as cited by Joiner, 2001) contends that the dimensions of *Power Distance* and *Uncertainty Avoidance* exhibit a strong relevance to organizational design and can be used in developing and explaining the relationship among national culture, organizational culture and job-related outcomes. Joiner proceeds further and adopting the typology proposed by Harrison and Handy suggests the Eiffel Tower type for describing the Greek organizational culture and consequently the Greek public sector. The Eiffel Tower culture is a role-oriented one with a strong emphasis on hierarchy, where employee roles and tasks are clearly defined and coordinated from the top. Hence the Greek public administration is a heavily bureaucratic one, characterized by a high degree of formalization and an increase in rules and standard procedures.

2.3. Effects and consequences of OCB within organizational context

When discussing the successful implementation of changes in organizations, Dennis Organ argued that “in an era of knowledge-based economy, the majority of modern organizations have adopted the strategy of flat structure, reengineered and team-based work frameworks to cope with intensified challenges along with globalized competition. This shift increases the importance of individual initiative and cooperation”. He proposed that organizational citizenship behavior is a determining factor in accomplishing and achieving the effective functioning of organizations. For this reason the study of the effects and consequences of OCB within organizational context has been attracting an increasing interest from both scholars and managers since Dennis Organ introduced the term.

A major part of the conceptualization of OCB is its contribution to individuals (e.g. colleagues, clients) and to organizations as a whole. Several scholars have postulated that OCB is likely to result in higher levels of organizational performance and task effectiveness while a diversity of reasons underlying the connection between OCB and organizational are suggested in the literature. Behaviors such as volunteering, altruism, civic virtue, persisting, sportsmanship, helping, showing courtesy, following rules and endorsing organizational objectives are conceived of as increasing employees' productivity and contribute to organizational success through a significant impact on performance quality (Allen and Rush, 1998; Waltz and Niehoff, 2000). Furthermore,

Podsakoff et al. summarized that OCBs may additionally contribute to organizational success by the stabilizing the organization's performance, by freeing up resources so they can be used for more productive purposes, by enhancing the coordination of activities both within and across work groups, by improving HR practices such as the attraction and retain of the best fitting employees and by enabling the organization to adapt and adjust more effectively to changes.

Managers are increasingly recognizing that OCB (a) is one of the key outcomes at work along with effort and cooperation (Cooper & Thatcher, 2010), (b) OCB can promote the effective functioning of the organization through behavior that is favorable to them but they cannot demand (Motowidlo, 2000), and (c) in order for OCB to be fostered and developed, interventions that increase perceptions of fairness and equity in the workplace are of uppermost importance (Messer and White, 2006). Managers also consider OCBs as a key asset that is difficult for competing organizations to imitate and in this sense, is extremely favorable because it can enhance the relationship between citizens and employees in the private and public sectors (Morrison 1994).

The potential outcomes of OCB for the employee who engages in this kind of behavior include better scores in managerial evaluations, appraisals and related decisions regarding their subordinates, tangible and intangible rewards and an increased positive image in the workplace (MacKenzie et al., 1993; Van Scotter et al., 2000; Ozer, 2011). Other positive consequences of OCB for those who perform it include individual well-being, self-evaluation and self-esteem, physical and mental health, and personal development (Spitzmuller et al., 2008). Another potential positive outcome is that the more help the employees are receiving by colleagues the more they are inclined to exhibit helping behavior in return when needed (Deckop et al., 2003).

Positive OCBs are expressing employee loyalty and identification with organizational goals (Chahal & Mehta, 2010). Chen, Hui, and Seago (1998) indicated that those with low levels of OCB are more likely to leave an organization than employees with high levels of OCB. By reducing the amount of turnover and absenteeism, organizations could save time and money and allocate their resources to difference aspects of the organization (Chen, 2005).

As far as the potential outcomes of OCB on a group level are concerned, the individual level of OCB influences other member's behaviors of one's workgroup and

moderates the consistency of the display of the OCB within this workgroup. The more individual OCB is displayed across coworkers the more group OCB is displayed across organizations (Bommer et al., 2003). Nielsen and colleagues (2009) found that OCB plays an important role in the functioning of work teams since a significant and positive overall relationship exists between OCB and performance at the group level. The process–performance relationships between different teams (i.e., cohesion, conflict, efficacy, potency) are stronger at the group level than at the individual level due to OCB and team processes such as coordination and communication involving considerable interdependence among group members may well be improved. Kidwell (1997) also examined the relationship of OCB with job satisfaction and organizational commitment (at the individual level) and work group cohesiveness (at the group level) in service organizations. He found that employees in more cohesive work groups displayed greater amounts of OCB and that the relationship between employee job satisfaction and OCB was stronger in these groups. He also concluded that organizational performance and success was affected by OCB which in turn was greatly affected by group cohesiveness. Podsakoff et al. have found earlier (1997) that individual helping behavior and sportsmanship have significant effects on group performance quality and quantity and that positive OCB helps in the coordination of activities between team members and work groups making the organization a more satisfying place to work. Recently, a meta-analytic study of Podsakoff and colleagues (2014) showed that OCBs are associated with a variety of important unit-level outcomes. The study outcomes include (a) increased measures of profitability (sales and/or revenue, percentage of sales quota achieved by the team, return on assets), (b) team/organizational measures (subjective overall group/team/organizational performance and/or effectiveness, group “in-role” or “task” performance, viability), (c) customer measures (perceived service quality, quality of care received, quality of service, and customer service behavior), (d) market performance measures (marketing, sales growth, and market share), and (e) a general enhancement in the quality and quantity of manufactured products, in corporate innovation, in venturing and strategic renewal, in academic achievement and finally in higher employee retention.

OCB is related to organizational service quality since it highly affects “service climate” (Schneider et al., 2005). Service climate is the entire employee activities associated with service quality (for example the competencies of delivering high-quality

service) and symbolize the atmosphere, or climate at work. Service behaviors toward customers are part of service climate. These behaviors which are directed at customers have been referred to as customer-focused OCBs (Bettencourt and Brown, 1997). A positive service climate helps employees to engage not only in role-prescribed behaviors toward customers, but also in behaviors that go above and beyond the call of duty and promote the highest levels of customer satisfaction.

OCB seems to be also connected to HRM practices (Snape and Redman, 2010; Podsakoff et al. 2011). When employees perceive that HRM practices are significantly associated with organization support (e.g. organization is concerned about their welfare and values), they demonstrate behaviors such as compliance and altruism in return. Furthermore, a firm's investment in its HPWS, which comprises selective hiring, participation in decision making through teams, comparatively high pay contingent on firm performance, extensive training, career planning, and advancement and regular performance appraisals, enhances collective OCB (Gong et al., 2010).

Some recent increasing discussion on motives for OCB indicates that a negative side can exist with unfavorable effects for both employees and organizations. Bolino and colleagues (2010) introduced and defined citizenship pressure as the frequency of the circumstances that employees are feeling pressured to engage in affiliative behaviors such as helping, individual initiative and loyalty. They found that the extent to which employees perceive citizenship pressure is directly related to the extent of citizenship exhibited. Their findings indicate that highly conscientious employees engage in relatively high levels of OCB regardless of citizenship pressures and that in this way, citizenship pressure might be looked upon as a good thing from an organization's point of view. Their study indicates that the pressure to engage in citizenship behavior is also associated with a host of negative and harmful outcomes such as family conflict, work-leisure conflict, job stress and intentions to quit.

Recently (2013) Marc Bolino also commented on the possible negative effects of OCB. He reviewed a substantial number of conceptual and empirical work which challenge the idea that OCBs are inherently positive. By doing so he found a number of negative behaviors as side effects of OCBs such as counterproductive work behavior, impression management and perceived instrumentality.

OCB research indicates both positive and negative outcomes in the individual and organizational level suggesting the complexity of the subject. The effects and consequences of the diverse types of OCB on various constituencies including key players, targets and organizations can be further clarified when examined in relevance to a specific context such as the case of the public sector.

2.4. OCB in the public sector

Public administration research and theory contains a limited number of OCB studies compared to the private sector. This is an interesting omission because OCB seems to be important for the public sector since citizenship is strongly related to modern public administration's goals and vision (Vigoda-Gadot and Beerli 2012). Especially under Jill Graham's political approach to organizational behavior, citizenship is fundamental to the purpose of public administration because it emphasizes the role of the people in building effective public governance. Within the Greek cultural context, research scarcity on the subject is even bigger with just more than a handful of published works dealing with Organizational Citizenship Behavior.

A study by Nikolaou and Robertson (2001) explored the relationship of work-related variables, such as job satisfaction, to organizational citizenship behavior in employees of small and medium enterprises in Greece. The authors found no relationship between job satisfaction and OCB. Small and medium enterprise employees in Greece even if they are satisfied from work they see no reasons why they should participate in extra-role activities. This is mainly because this behavior does not usually guarantee any secondary benefits, such as promotion or pay raises, since the latter are based on a solid pay structure across organizations governed by negotiations between the syndicates, the Confederation of Greek Industry and the with the Greek government.

Bellou et al. (2005) carried out a research on the importance of increased Organizational Citizenship Behavior for organizational success and prosperity in Greek public hospitals. The authors examined the impact of hospital employees' organizational identification and self-esteem on OCB, along with the influence of gender and permanency in employment over the aforementioned relationships. The findings indicate that organizational identification and self-esteem are greatly affecting OCBs towards the organization. Female hospital employees are affected by both organizational identification and organizational based self-esteem in displaying OCB

mainly due to sentimentality. Public employees with temporary contracts are less likely to be affected by organizational identification, while employees with permanent contracts seem to identify with the organization and be positively affected in displaying OCBs.

Dimitriades (2007) investigated the concept of OCB in Greek public organizations. The researcher explored the relationship between service climate, job involvement and customer-focused organizational citizenship behaviors of frontline - contact personnel. The results suggest that service climate and job involvement were significantly related to OCB, with job involvement partially mediating the relationship between service climate and OCB. Service climate influences the willingness of employees to “work harder and smarter” making them eager to engage in customer-oriented organizational citizenship behaviors. Finally, when contact employees feel involved and identify with their jobs the organizational climate for service is better and their performance is enhanced. Along similar lines Daskin et al. (2013) conducted an empirical study among frontline – contact personnel in the hotel industry in Cyprus. The authors investigated the effect of management commitment to service quality (MCSQ), intrinsic motivation, polychronicity, nepotism and job satisfaction on hotel frontline employees’ organizational citizenship behaviors. Management commitment to service quality (MCSQ), intrinsic motivation and nepotism greatly affect employee OCBs. Level of education was found to be negatively related to job satisfaction and positively related to their OCBs and finally tenure was found to be positively related with job satisfaction. Because Greece shares cultural similarities with Cyprus and OCBs are influenced by the culture (i.e., norms, thoughts, values) of the society this paper was included in the literature review of the present study.

In another study Markovits (2011) proved that job satisfaction mediates the relationship between normative commitment and OCB in employees from the private and public sector in Greece. Also, job satisfaction mediates the relationship between normative commitment and loyal boosterism, more strongly than the other dimensions of OCB. The findings indicate that normative commitment and job satisfaction are important for the existence of extra-role behaviors at work. Normative commitment (the sense of obligation to stay loyal to one’s organization) helps in the fostering of loyal boosterism, i.e., the situation where the employee defends the interests of the

organization, its welfare and reputation to the external parties within the Greek cultural context.

Coyne et al. (2013) investigating the relationship between productive and counterproductive work behavior across four European countries, included Greece in their research by collecting data from two Greek pharmaceutical organizations. The authors studied the relationship between OCB and *Counterproductive Work Behavior* (CWB) with employee personality and commitment and with organizational justice. Data Analysis during the study revealed a universal nature to the relationship between OCB and CWB across societal cultural groups including Greece. The findings show that there are opposite relationships between organizational commitment, team commitment and OCB/CWB (positive for OCB and negative for CWB).

Katou (2013) studied the impact of integrated HRM systems on employee reactions through the mediating role of organizational justice and organizational trust in employees of public and private organizations in the manufacturing, services and trade sectors covering the whole of Greece. Amongst the employee reactions studied were the altruism, courtesy, sportsmanship, conscientiousness and civic virtue dimensions of organizational citizenship behavior (OCB). The results indicate that the content and the process of HR practices, as perceived by employees, strongly influence employees' reactions, such as motivation, commitment, work engagement and OCB.

This search of the literature revealed that with the exception of only a few studies Organizational Citizenship Behavior in the public sector has received relatively little attention. In the Greek context the even more limited evidence suggests that more empirical research is needed to provide insights on how public employees engaged in the concept of OCB.

2.5. Theoretical framework and research hypotheses

The OCB literature review findings suggest that citizenship behaviors arise from job attitudes, task and organizational characteristics and leadership behaviors. Empirical research indicates that employees are most likely to go the extra mile when they are satisfied with their jobs, when they are committed to their organizations, when they are assigned to satisfying tasks and when they perceive a certain level of employer/ leadership. The scarce research in the Greek context (both private and public), explores

and documents the relations between job satisfaction, organizational identification, self-esteem, service climate, job involvement, management commitment, the process of HR practices and Organizational Citizenship behavior. The literature review revealed a great deal of gaps in OCB research which the present study will try to further investigate exclusively within the Greek public sector.

2.5.1. Demographic Variables

The demographic variables in the majority of the papers reviewed in the OCB literature were examined more as control variables. Their inclusion in the research hypotheses of current study is justified by the peculiarities of the Greek public sector.

Evgenia Papapetrou (2006) while examining the wage distributions in the Greek public and private sectors found that public sector employees at the lower end of the wage distribution earn higher wages compared to their counter parts in the private sector. Her findings explain the traditional notion that the “less-skilled” male and female employees are employed in the public sector at the early stages of their career than accepting lower-paying jobs in the private sector with more prospective future rewards. Christopoulou and Monastiriotis (2014) in their recent research showed that public wages were less impacted during the crisis. Even though the socioeconomic and organizational environment in contemporary Greece has been altered dramatically during the last years, wage changes in the public sector took longer to take effect, with a very modest downward adjustment. Also in the broader public sector job layoffs affected only fixed-term workers since civil servants enjoy full tenure (practically jobs for life). The vast majority of public sector jobs were until very recently permanent and unemployment flowed almost exclusively from the private sector with job security being much more limited among private sector workers (Matsaganis, 2012). The higher starting salary, the modest wage changes, the job security and the increasing unemployment rate in the country suggest that employment in the Greek public sector constitutes a highly desirable career choice for Greeks.

At the same time, the changes in the socioeconomic and organizational environment affected the public sector as well, with the succeeding governments trying to implement innovative strategies in order to enhance public policies, to achieve innovation, to increase efficiency and to deliver better services while cutting down costs. One of the major steps in this direction is the designation of the Supreme Council

for Civil Personnel Selection (ASEP) with Laws 3320/2005 and 3812/2009, as the sole body for the control of personnel hiring in the public sector under objective criteria such as educational credentials (Organization for Economic Co-operation and Development, 2011). As a consequence the educational level of civil servants in Greece rose gradually over the last decade and according to Kouzis et al. (2013) 46,6 % of public sector employees today hold a university degree.

The relation of education to citizenship behaviors has been examined under the notion that employees with a higher educational level perceive their connection to their organization as more social than intentional, deliberate and normative and that they would also acknowledge more easily the importance of helping behaviors compared to their less educated co-workers. Cohen and Avrahami (2006) while investigating extra role behaviors in public hospitals found that the level of education is related and has a positive effect on OCB. A study on focus groups from various professions by Deborah Ann Noble (2006) indicates the existence of a significant relationship between level of education and OCB with specific significance to the dimension of civic virtue. At the same study no significant relationship was shown to exist between overall OCB and an employee's field of study or academic discipline. Finally a more recent research by Ng and Feldman (2009) proved that postgraduate education level is positively related to citizenship performance. Highly educated employees with postgraduate masters degrees perform more effectively as a group at task and citizenship fulfilling their managers' expectations. The authors conclude that highly educated workers may especially need and benefit from the use of 360-degree feedback systems that include citizenship performance dimensions.

Another demographic variable of particular interest in the present study is job status, namely permanent, life time public sector employees versus temporary, part-time workers. Greece is one of 27 OECD countries currently implementing policies that are expected to decrease the overall employment level in central government, including a policy to replace only 20% of retiring staff. The government has committed to a cutback of least a 150 thousand jobs by 2015. For this reason and according to Christopoulou and Monastiriotis, the public sector consistently employs more part-timers, who are more educated and experienced. Since temporary employees spend a limited time in a public service organization they may fail to develop a rigid psychological contract with co-workers which in turn will lead to reduce extra role behaviors. This also accounts for

a supervisor–employee relationship which does not encourage temporary workers to perform OCB. Conway and Briner (2002) while comparing the attitudes of employees from the banking and private sector found that part-time and full-time employees differed on a number of attitudes (satisfaction, affective commitment, helping behavior) and that psychological contract fulfillment could be used to explain these differences. They concluded that the part time employees demonstrate lower organizational commitment and willingness to perform OCBs. In a similar study conducted at the private sector, Stamper and Van Dyne (2001) found that part-time employees helped their co-workers less than full-time workers did but both groups were unwilling to be engaged in organizational change. Finally McLean and Kidder (1998) suggest that part-time employees value more on economic exchange with the organization rather than social exchange and consequently show less involvement to extra role behaviors.

All of the above mentioned trends under which potential Greek civil servants are attracted and engaged today in a public sector career (e.g., educational level, job status) promoting the public interest over and above organizational and individual interest lead to the first research hypothesis:

Hypothesis 1: Demographics are positively related to OCB

2.5.2. Public Service Motivation

The concept of *Public Service Motivation* (PSM) is included in the research hypotheses of this study because it is a theory strictly related to public administration.

James Perry and Lois Wise observed in 1990 that many public administration scholars believe in a public service ethos which sets public servants apart from their private sector counterparts (Perry et al., 2010). They defined public service motivation as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations”. They formulated three propositions: (a) the greater an individual’s public service motivation, the more likely it is that the individual will demonstrate membership in a public organization, (b) public service motivation is positively related to employee performance in public organizations, and (c) individual employee performance is less dependent on utilitarian incentives to be managed effectively. Vandenabeele, Scheepers and Hondeghem (2006) redefined PSM as “the

belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that induce through public interaction, motivation for targeted action”.

PSM is closely associated to work-related attitudes and behaviors like job satisfaction and job performance which are of great significance to organizations. According to Christopher Pollitt (2006) “the degree of employee behavior that is intended to benefit the organization and that goes beyond existing role expectations is a relevant indicator of performance for public sector organizations even though it is well known that performance measurement in public sector organizations is one of the most challenging tasks and no broadly accepted measures exist”.

In fields related to public administration, public service motivation is used to refer to mechanisms unique to public institutions, which characterize public servants better than private sector employees and direct their behavior towards a “calling of the public service”. Houston (2006) assumes that civil servants are committed to the public interest and service and that they demonstrate an ethic built on benevolence and self-sacrifice. Jeannette Taylor (2010) investigating the relationships between PSM, civic attitudes and behaviors verified twenty years of PSM theory by proving that public servants are indeed different from their private sector counterparts in their views and behaviors. She demonstrated that public servants share more similarities to nonprofit workers than private employees by displaying significantly higher PSM levels. Anderfuhren-Biget et al. (2010) found that PSM is the most important motivational factor in the public sector, Andersen and Kjeldsen (2010) proved that a positive association between PSM and job satisfaction is stronger for employees who work in organizations producing health, education, and cultural services while Moynihan and Pandey (2007) showed that higher levels of education are strongly related to PSM. Kim and later Pandey et al. (2008) tested the relationship between PSM and OCB. In both researches a significant positive relationship was found between the two constructs and that PSM has a positive impact on helpful behaviors typically associated with OCB. Kim found that public employees reporting higher levels of job satisfaction, organizational citizenship behavior, organizational commitment and public service motivation, reported higher levels of organizational performance. In the Greek context a study by Manolopoulos (2007 ; 2008) evaluating the motivation of public servants showed that prosocial motivation (intrinsic motives pointing to PSM, such as

responsible and creative work) are gaining considerable recognition and seem to be major constructs for improving employees' performance over job security and the provision of financial incentives.

As already noted in the review of literature, Greece is categorized as a collectivistic society with a very high level of uncertainty avoidance. In public service organizations collectivism can be manifested in membership, attraction to the ideal of public service and commitment to the public good. Greek civil servants desire to be helpful to the citizens and the government so it is possible that they will be engaged in pro-social behaviors with an elevated public ethos. These attitudes - behavior associations lead to the second research hypothesis:

Hypothesis 2: Public Service Motivation is positively related to OCB

2.5.3. Organizational Identification

Organizational identification (ORID) is included in the research hypotheses because it is one of the main constructs relevant to employees' organizational behavior and no empirical research is conducted so far in the Greek context seeking to relate it with extra role behaviors such as OCB.

Organizational identification represents employees' perception of belongingness to their organization (Ashforth and Mael, 1989). Organizational identification develops when individuals perceive an organization as being distinctive and prestigious, when group/ organizational membership becomes more relevant and when there is a sense of shared goals and history. Ashforth and Mael proposed that organizational identification provides a basis for organizational attitudes and behavior, a fact which essentially suggests potential beneficial effects on organizational functioning. The more an individual identifies with an organization, the more likely he or she is to take the organization's perspective and to act in the organization's best interest. Abrams and De Moura (2001) proved that ORID is having a positive effect on a variety of important work-related attitudinal and behavioral outcomes including job satisfaction.

Organizational identification is a major component in Masterson and Stamper's Perceived Organizational Membership construct reviewed in the literature, which reflects employees' perceptions of their overall relationship with their employing

organization. ORID being one of the three primary motive dimensions driving employees' membership perceptions enables employees to become personally invested in the organization and thus perceive that they have a place within the organization.

Riketta and Van Dick (2005) showed that a strong sense of organizational identification can result in a number of positive employee outcomes, including job satisfaction, job involvement, in-role performance, extra-role performance and fewer turnover intentions. The same year Riketta (2005) through her research variables identified antecedents or consequences of ORID such as organizational tenure, job scope and challenge and finally organizational prestige. In the same line Lavelle et al. (2007) suggested that perceived organizational support predicts commitment and organizational identification, which in turn may predict organizational citizenship behaviors. Although Van Knippenberg (2000) research also suggested that the expected positive effect of identification on performance should be marked for forms of extra-role or citizenship behaviors, it was Van Dick et al. (2006) findings which validated and extended Riketta's (2005) work. The authors proved that organizational identification's relation to OCB is substantial and shows that employees who are more strongly identified with their organizations are also more likely to go the extra mile on behalf of their organization and to put in extra effort to help their colleagues for the good of the organization. This reasoning leads to the third research hypothesis:

Hypothesis 3: Organizational identification is positively related to OCB

2.5.4. Job Satisfaction

Job satisfaction (JSAT) is included in the research hypotheses of the current study for a number of reasons: (a) although is the most researched antecedent in the OCB literature, yet it attracts interest due to the ever-changing dynamics of the contemporary work environments, and (b) there is no substantial body of work relating job satisfaction to OCB in the Greek context and especially in the public sector.

According to Judge and Klinger (2008) three job satisfaction theories that have garnered the most research support: (a) Edwin Locke's value-percept theory, (b) the job characteristics model, and (c) the dispositional approach. Locke defined job satisfaction as the pleasant or positive emotional response that individuals perceive from their work

or work experience. Job satisfaction is the employees' emotional attitude toward their job and the degree of satisfaction or dissatisfaction with the internal or external aspects of it. The *Job characteristics model* (JCM) argues that jobs containing intrinsically motivating characteristics such as task identity, task significance, skill variety, autonomy and feedback will lead to higher levels of job satisfaction. Finally, according to the dispositional approach some people are inclined to be satisfied or dissatisfied with their work no matter the nature of the job.

Thibaut and Kelley in their book *The social psychology of groups* present the social exchange theory which provides an explanation of why job satisfaction triggers OCB (as cited by Kabasakal et al., 2011). According to the authors human interactions are transactions where people exchange resources in the hope for earnings. There is reciprocity in successful exchange relationships, in which one party offers some resources and the other party reciprocates in kind. There are instances where employees receive resources like pay, benefits, fair treatment from supervising authority and reciprocate by improving their extra-role behaviors, thus being engaged in organizational citizenship behaviors.

The relationship between job satisfaction and organizational citizenship behavior has been examined by many researchers and it is well established in the literature. Bateman and Organ found a significant relationship between general measures of job satisfaction and supervisory ratings of citizenship behavior. Motowidlo (1984) while examining high level managers found that feelings of satisfaction were associated with patterns of behavior at work that reflect interpersonal sensitivity and kindness. Puffer (1987) found a significant relationship between pro-social behavior and satisfaction with material rewards. Williams and Anderson (1991) proved that job satisfaction and organizational commitment are predictors of organizational citizenship and in-role behavior and in the same line Schappe's (1998) research indicated that job satisfaction, perceptions of procedural justice and organizational commitment are all significant correlates of organizational citizenship behavior. Organ and Lingl (1995) found that overall job satisfaction increased significantly the OCB dimension of altruism. Organ and Ryan (1995) conducting a meta-analysis on 55 studies found that satisfaction and organizational commitment can predict OCB better than dispositional variables. Podsakoff et al. (1993) suggest that job satisfaction is likely to be highest in organizations where OCB is prevalent while Koys (2001) verifies the reciprocal

relationship between job satisfaction and OCB. Murphy et al. (2002) also found that job satisfaction is positively related to OCB with a medium to strong relationship. Gadot and Cohen (2004) assume that the employees who are satisfied with their work will develop OCB easier based on a reciprocity relation. Chiu and Chen (2005) while examining the effects of job characteristics on OCB found that job variety and job significance had a significant positive relationship with OCB and job satisfaction, especially intrinsic satisfaction, was the mediating mechanism of the relationship between job variety, job significance and OCB.

Also the literature on public service motivation has already shown the existence of a positive relationship between public employees' job satisfaction and their motivation to contribute to society. Andersen and Kjeldsen (2013) found that government employees who presented higher levels of PSM experienced higher levels of job satisfaction.

In the Greek context job satisfaction has been studied in the private sector (Markovits et al., 2007; Belias et al., 2013; Belias et al., 2015) and in the public sector (Koustelios, 2001; Togia et al., 2004; Anastasiou and Papakonstantinou, 2014; Bourntenas et al., 2014; Karanikola and Papathanassoglou, 2015) but not in relation to extra role behaviors. Only the research by Markovits investigated the mediating role of job satisfaction between the relationship of normative commitment and OCB in employees from the private and public sector in Greece.

The strong positive relationship between job satisfaction, OCB and PSM which has been well established in the literature with regard to traditional private work leads to the forth hypothesis:

Hypothesis 4: Job satisfaction is positively related to OCB

3. METHODOLOGY

3.1. Sample selection and survey administration

Three hundred and twenty two (322) public servants working for the Greek Ministry of Culture participated in the study. These employees belong to 7 central (based in Athens) work units and 52 regional units. Data was collected by means of a mail and an online survey. Both printed and online questionnaires were administered in the Greek language. The questionnaire questions were translated in Greek from the original English versions (Appendix B) and then back-translated to English as to ensure that the Greek version of the questionnaire captures the same constructs as the English version and that is meaningful in the target group (International Test Commission, 2005). The clarity of the items was checked by a small group of pilot participants working for the same agency as the author of this study. The feedback to the pilot study suggested that the instrument of the study needed no modifications as it was readily cognizable and understood.

3.2. Measures

Demographics include gender, age, level of education and job status of participants. For the purpose of the study dummy coding was used for assigning numbers to the values of the variable *gender* with females coded as (0) and males coded as (1). The *age* variable consists of four categories (groups) ordered from low to high: <30 (1), 30 – 40 (2), 41 – 50 (3), 50< (4) measuring four ranges of the participants' years of age and coded (1), (2), (3) and (4) respectively. The *education level* variable consists of six categories (groups) ordered from low to high: Elementary education, Higher secondary education, Vocational Training Institutes, Undergraduate degree – (Bachelor's), Graduate degree – (Masters) and Doctorate degree – (PhD) and coded (1), (2), (3), (4), (5) and (6) respectively. Finally dummy coding was used for assigning numbers to the values of the variable *job status* with temporary contract employees coded as (0) and permanent contract employees coded as (1). The survey measures are presented in Appendix A while the operationalization of demographics as study variables appears in Table 1.

Table 1. Operationalization of variables

<i>Variables</i>	<i>As appear in statistical analyses</i>	<i>Type^a</i>	<i>Operational Definition</i>
<i>Employee-related variables</i>			
Gender	GENDER	B/D	1 = Male, 0=Female
Age of employee	AGE	O/D	Four categories were created: Employees less than 30 years old take the value of 1, employees between 30 and 40 years of age take the value of 2, employees between 41 and 50 years of age take the value of 4 and employees over 50 take the value of 4
Educational level	EDU	O/D	1 = Elementary education; 2 = Higher secondary education – High School; 3 = Post-secondary, non-university education – Vocational Training Institutes; 4 = Undergraduate degree – (Bachelor’s -ATEI, AEI); 5 = Graduate degree – (Masters); 6 = Doctorate degree – (PhD)
<i>Work context characteristics</i>			
Job status	JOBSTAT	B/D	Two categories were created according to the type of contract within the organization: Respondents with a permanent contract take the value of 1 while temporary, fixed contract employees take the value of 0
<i>OCB measures^b</i>			
	OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, OCB7, OCB8, OCB9, OCB10, OCB11, OCB12, OCB13, OCB14	L/D	1 = Strongly disagree, 5 = Strongly agree
<i>Public Service Motivation^c</i>			
	PSM1, PSM2, PSM3, PSM4, PSM5, PSM6, PSM7	L/D	1 = Strongly disagree, 5 = Strongly agree
<i>Organizational Identification measures^d</i>			
	ORID1, ORID2, ORID3, ORID4, ORID5, ORID6	L/D	1 = Strongly disagree, 5 = Strongly agree
<i>Job Satisfaction Measures^e</i>			
	JSAT1, JSAT2, JSAT3, JSAT4, JSAT5, JSAT6, JSAT7, JSAT8, JSAT9, JSAT10, JSAT11, JSAT12, JSAT13, JSAT14, JSAT15, JSAT16, JSAT17, JSAT18	L/D	1 = Strongly disagree, 5 = Strongly agree

Notes: ^aBinary (B); Ordinal (O); Likert – Type (L); Discrete (D).

^{b,c,d,e} Full description of variables is provided in Appendix A.

3.2.1. Organizational Citizenship behavior

OCB was conceptualized and measured by the dimension of helping behavior towards individuals (co-workers) using items according to Williams and Anderson, and Smith et al. Two items of the OCB dimension of conscientiousness towards the organization were included as well. For the purpose of this study the set of items was reduced to a 14 item five-point Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The OCB 14-item latent construct is directed more towards individuals and less towards the organization.

3.2.2. Public service motivation

In this study Perry's (1996) multidimensional measure is taken as a guide. Perry developed 24 items measuring four distinct subscales of PSM (Commitment to the public interest, Compassion, Self-Sacrifice and Social justice). For the purpose of this study, the set of items was reduced to a 7 item five-point Likert-type scale ranging from ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Public service motivation is measured by items such as "It is important to me to unselfishly contribute to my community" (Commitment to the public interest), "I am often reminded by daily events about how dependent we are on one another" (Compassion), "I am prepared to make sacrifices for the good of society" (Self-sacrifice) and "I am not afraid to go to battle for the rights of others even if it means I will be ridiculed" (Social justice).

3.2.3. Organizational Identification

Organizational identification was measured using Mael and Ashforth's (1992) 6 item five-point Likert-type scale ranging from ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Respondents were asked to indicate their level of agreement with statements such as "When I talk about my organization, I usually say 'we' instead of 'they' ", " When someone criticizes this organization it feels like a personal insult", " This organization's successes are my successes", "When someone praises this organization it feels like a personal compliment", "I feel a sense of ownership for this organization" and, "I am very interested in what others think about my organization".

3.2.4. Job Satisfaction

An 18 subscale measure of employee job satisfaction applicable specifically to public service and nonprofit sector organizations was used to measure the overall job satisfaction. It is a five point Likert-type (ranging from "1" - strongly disagree to "5" - strongly agree) short version scale of the 36-item Job Satisfaction Survey (JSS) scale developed by Spector (1995). It includes items measuring several aspects of one's job such as : "My supervisor is quite competent in doing his/her job (Supervision), "When I do a good job, I receive the recognition for it that I should receive" (Contingent rewards), "I sometimes feel my job is meaningless" (Nature of work), "My efforts to do a good job are blocked by red tape" (Operating conditions), "Communications seem good within this organization" (Communication) and, "I enjoy my coworkers"

(Coworkers). The original 36-item *Job Satisfaction Survey* (JSS) scale is considered a very reliable measure for social services (Saane et al., 2003).

4. RESULTS

4.1. Introduction

Upon the completion and gathering of the questionnaires from the respondents, a statistical analysis was conducted in order to process and evaluate the research data and present them in an interpretable format. Initially scale reliability analysis was performed to assess the reliability of the research measures. Then the respondents were demographically profiled and a descriptive analysis of the sample was performed in order to screen the collected data. A Pearson's correlation analysis followed as a means to find the strength and direction of the relationship between demographics and OCB. Subsequently, univariate analysis was performed to identify whether demographics (gender and age), levels of education and job status differ significantly in relation to OCB. The statistics used, were independent t-tests for the dichotomous demographic variables of gender and job status and ANOVA's multiple comparison tests for the demographic variables bearing more than two groups. Then mediation and moderation analyses were performed to identify interventions and alterations in the strength of any causal association between the explanatory variables and OCB. Finally regression analysis was applied to determine the effect of demographics, job satisfaction, organizational identification, public service motivation and any mediator or moderator variable on organizational citizen behavior. The statistical analysis of this study was conducted with the use of the "IBM® SPSS® Statistics 21" comprehensive system and the detailed steps of this analysis are presented in Appendix C.

4.2. Research tools: Mediation and moderation analysis

Often in statistical analysis and especially in social sciences where many factors are interrelated, researchers attempt to identify those variables which can act as mediators or moderators. A variable (M) is a mediator when it stands between the relation of two other variables (X and Y) in a sense that X (independent variable) affects Y (dependent variable) through M. In mediation process all variables should be correlated and the variable X still has a significant impact on Y but at a lower lever when the mediator is controlled. To assess whether any of the explanatory variables in the present research (public service motivation, organizational identification and job

satisfaction) can be considered as mediators the causal step procedure of Baron and Kenny (1986) was adopted. The steps include the examination of the following regression models:

$$\text{Model 1: } Y = a_1 + b_1 X + e_1,$$

$$\text{Model 2: } M = a_2 + b_2 X + e_2,$$

$$\text{Model 3: } Y = a_3 + b_3 X + b_4 M + e_3.$$

The necessary conditions for mediation effect to hold are:

- a) The independent variable X (e.g. public service motivation) must be significantly related to the dependent variable Y (OCB) (model 1),
- b) The effect of X on the mediator M (e.g. organizational identification) must be significant (model 2),
- c) The significance of X is reduced when M is a predictor in the model (model 3),
- d) Comparison of b_1 with b_3 . If b_3 is not significant and its value is smaller than b_1 then M completely mediates the effect of X on Y . But if b_3 is significant and remains smaller than b_1 , then partial mediation is inferred.

In moderation the independent variables need not be correlated with each other or with the dependent variable. Moderation means that the effect of a variable on an outcome is altered (i.e. moderated) by another variable. Moderation is usually captured by an interaction of two initial variables. A third variable (Z) is said to moderate the relationship between two other variables (X and Y) if the degree of relationship (ΔR^2) between X and Y is affected by the level of Z . To avoid the presence of multicollinearity the explanatory variables are usually expressed in centered terms (i.e. subtract the mean from all values so the mean is zero).

4.3. Reliability Analysis

As a first step to the statistical analysis the coefficient of Cronbach Alpha was evaluated for the scales used in this study to ensure scale reliability. Cronbach Alpha is a measure of the internal consistency of a scale and is widely used as a means of assessing the reliability of a scale (Hair et al., 1998). A Cronbach Alpha value of 0.70 or above is generally accepted to demonstrate a high level of homogeneity within the scale and to determine that the items do reflect a single dimension. The reliability tests which conducted for each scale indicated that the reliability coefficients exceeded the recommended significant level of 0.70 (Table 2).

Table 2. Reliability Statistics

Variables	<i>Cronbach's alpha</i>	<i>No. of Items</i>
OCB	0,811	14
PSM	0,758	7
ORID	0,815	6
JSAT	0,847	18

4.4. Frequencies

Sample characteristics are presented in Table 3.

Table 3. Sample Characteristics in absolute numbers and percentages

Variables	<i>N</i>	<i>%</i>
<i>Employee-related variables</i>		
Gender		
Female	234	72.7
Male	88	27.3
Total	322	100.0
Age		
<30	5	1.6
30-40	92	28.6
41-50	162	50.3
50>	63	19.6
Total	322	100
Educational level		
Elementary education	1	0.3
Higher secondary education – High School	47	14.6
Post-secondary, non-university education – Vocational Training Institutes	19	5.9
Undergraduate degree – (Bachelor's -ATEI, AEI)	104	32.3
Graduate degree – (Masters)	100	31.1
Doctorate degree – (PhD)	51	15.8
Total	322	319
<i>Work context characteristics</i>		
Job status		
Temporary employees	51	15.8
Permanent employees	271	84.2
Total	322	100

Female respondents accounted for 72.7% of the sample while 27,3% were males. Most of the respondents are between 41 and 50 years of age (50.3%). The second largest age group is 30 to 40 years old (28,6%) while the least represented group is under 30 years of age (1,6%). The education distribution from elementary education to doctorate degree seem to skew to the right since 32,3% and 31,1% of the respondents hold an undergraduate degree and a graduated degree respectively. Elementary

education employees accounted for 0.3% of the sample. A relatively significant proportion of respondents hold a doctorate degree (15,8%). On the left side of the education distribution falls the respondents group with a higher secondary education (14,6%) while only one person reported as being primarily educated. Finally the majority of the respondents work under a permanent contract with the Greek public sector (84.2%).

4.5. Descriptive statistics of variables

Descriptive statistics (i.e. mean and standard deviation) are reported for all the scales and subscales as well as their items. Items range from 1 to 5 on a 5-point Likert-type scale where 1 equals to *strongly disagree* and 5 equals to *strongly agree*. The sums of the mean values of responses to all of the questions were used to measure scores. In order to constitute the results more appraisable the total scores of the four study variables are expressed in a scale ranging from 1 to 10. A high score represents a high display of the constructs under examination. Table 4 presents these statistics.

Table 4. Total score for scales

Scale	Range of Total Score	Total Score	Total Score on a scale of 0-10
OCBTOTAL	14-70	57,06	8,15
PSMTOTAL	7-35	28,11	8,03
ORIDTOTAL	6-30	20,20	6,73
JSATTOTAL	18-90	59,60	6,62

The 14 items of organizational citizenship behavior are presented in Table 5. The lowest mean value (2,5) is scored on the reversed item “I sometimes take extended work breaks”. This mid-value on the 5 point scale indicates that participants neither take extended breaks not short breaks. The highest mean values appeared in the items “I try hard to help others” (4,60) and “Willingly share knowledge with other members of the crew” (4,55). The possible range of summing up the responses of organizational citizen behavior (OCBTOTAL) is 14 (when a single respondent “strongly disagrees” to all items) to 70 (when a single respondent “strongly agrees” to all items). The score of OCBTOTAL is 57,06 and the overall mean of 4,08 represents a high display of organizational citizenship behavior.

Table 5. Descriptives for OCB

Item	Mean	Std. Deviation
I try hard to help others	4,60	0,70
Willingly share knowledge with other members of the crew	4,55	0,69
I pass on work-related information to co-workers	4,39	0,87
I help others who have heavy workloads	4,34	0,83
Take steps to prevent problems	4,28	0,86
I generally take time to listen to co-workers' problems	4,28	0,82
Encourage each other when someone is down	4,19	0,85
I keep up actively with developments of my organization	4,17	0,93
I adapt my time schedule	4,15	0,95
I take a personal interest in the well-being of employees	4,02	0,92
Help each other out if someone falls behind in his/her work	3,87	0,99
Try to act like peacemakers in disagreements	3,86	1,06
Provide suggestions on how effectiveness can be improved	3,78	1,04
I sometimes take extended work breaks (r) ^a	2,58	1,25
ORGANISATIONAL CITIZEN BEHAVIOR	4,08	0,91

Notes: ^a Reversed (r)

The PSM scale contains 7 items reflecting 5 subscales (Table 6).

Table 6. Descriptives for PSM

Subscales	Item	Mean	Std. Deviation
Commitment to public interest	I consider public service my civic duty	4,43	0,88
	I would prefer seeing public officials do what is best for the whole community	4,15	0,96
	Total	4,16	0,97
Social Justice	It is important to me to unselfishly contribute to my community	3,90	1,07
	Total	4,09	0,90
Compassion	I am not afraid to go to battle for the rights of others	4,09	0,90
	Total	4,09	0,90
Self-sacrifice	I am often reminded by daily events about how dependent we are on one another	4,04	0,96
	Total	4,04	0,96
	I am prepared to make sacrifices for the good of society	3,79	0,86
PUBLIC SERVICE MOTIVATION	Making a difference in society means more to me	3,70	1,00
	Total	3,75	0,93
	PUBLIC SERVICE MOTIVATION	4,02	0,95

All estimated means were above 3.7 with the highest value of 4,43 appearing in the item “I consider public service my duty” and the lowest value of 3,70 appearing in the item “Making a difference in society means more to me”. The first of these two items belongs to the dimension of “Commitment to public interest” which was found to have the highest mean among all PSM dimensions. The second item is linked to the

“Self-sacrifice” dimension which demonstrated the lowest mean (3, 75) of all PSM dimensions. The possible range of total score of PSM is 7 to 35. The estimated value of 28,11 (PSMTOTAL) combined with the overall mean of 4,02 indicate that PSM among employees is high. On the scale 0 to 10 the 28,11 total score of PSM is equivalent to 8,03.

The organizational identification scale is compiled by six items (Table 7).

Table 7. Descriptives for ORID

Item	Mean	Std. Deviation
When I talk about this organization I usually say ‘we’ rather than ‘they’	4,07	1,04
When someone criticizes this organization it feels like a personal insult	3,59	1,28
I am very interested in what others think about my organization	3,51	1,09
This organization’s successes are my successes	3,48	1,19
When someone praises this organization it feels like a personal compliment	3,33	1,23
I feel a sense of ownership for this organization	2,21	1,28
ORGANIZATIONAL IDENTIFICATION	3,37	1,19

With the exception of the item “When I talk about this organization, I usually say we rather than they” all other items present mean values below 4. The lowest value (2,21) is found in item “I feel a sense of ownership for this organization”. The total score of 20,20 and the overall mean value of 3,37 show that organizational identification of employees is on the positive side but cannot be considered high. On a scale from 0 to 10 ORID has a value of 6,73 which is rather low.

Table 8 presents the results for the job satisfaction scale which contains 6 subscales and 18 items. All items have mean values below four. The highest values demonstrated by the items “I like doing the things I do at work” (3,93) and “Communications seem good within the organization” (3,93). The first of these two items belongs to the subscale of “Nature of work” and the second to subscale of “Communication”. In fact every subscale has at least one item scoring relatively high in its mean value (over 3,5). The highest total mean scores are found in subscales “Nature of work” (3,61) and “Operating conditions” (3,57). “Communication” subscale with a total mean of 3,13 is ranked fifth after “Supervision” (3,28) and “Coworkers” (3,14) subscales. “Communication” and “Coworkers” are the two subscales which include the items with the lowest mean values. Finally “Contingent rewards” subscale is ranked sixth with its two items averaging 2,99. Overall job satisfaction stands in the positive quadrant since the total score is 59,60 and the total mean is 3,31. However these results

indicate that there is a room for improvement especially in the communication part. Its value of 6,62 on a scale from 0 to 10 is the lowest among the four variables.

Table 8. Descriptives for Job satisfaction

Subscales	Item	Mean	Std. Deviation
Nature of work	I like doing the things I do at work	3,93	1,01
	My job is enjoyable	3,83	0,97
	I sometimes feel my job is meaningless (r) ^a	3,07	1,35
	Total	3,61	1,11
Operating conditions	My efforts to do a good job are seldom blocked by red tape (r)	3,79	1,12
	I have too much paperwork (r)	3,59	1,21
	Many of our rules and procedures make doing a good job difficult (r)	3,57	1,06
	I have too much to do at work (r)	3,34	1,20
	Total	3,57	1,10
Supervision	My supervisor is quite competent in doing his/her job	3,64	1,21
	My supervisor shows too little interest in the feelings of subordinates (r)	2,92	1,40
	Total	3,28	1,27
Coworkers	I enjoy my coworkers	3,61	0,95
	I have to work harder because of the incompetence of my coworkers (r)	3,11	1,32
	Total	3,14	1,08
Communication	Communications seem good within this organization	3,93	1,00
	Work assignments are not fully explained (r)	2,80	1,24
	The goals of this organization are not clear to me (r)	2,78	1,33
	Total	3,13	1,11
Contingent rewards	I do not feel that the work I do is appreciated (r)	3,01	1,21
	When I do a good job, I receive the recognition that I should receive	2,97	1,21
	Total	2,99	0,80
	JOB SATISFACTION	3,31	1,18

Notes: ^a Reversed (r)

4.6. Univariate analysis

Table 9 illustrates the correlation matrix with the inter-correlations between demographic, personal variables and OCB. With the exception of age and job status no other significant relationships were found.

Table 9. Correlation matrix with demographic and personal variables with OCB

Variables	1	2	3	4	5
1. Gender	-				
2. Age	0,054	-			
3. Education	0,087	-0,098	-		
4. Job Status	0,037	0,349*	-0,003	-	
5. OCB	-0,090	0,056	0,002	0,058	-

*significant at 1% level

Although these variables on aggregate may not correlate with OCB, their groups and group categories may present differences in their degree of association to OCB. For the two variables of gender and job status, two t-tests for independent samples were conducted to identify the existence of any differences. Results indicate that males and females ($p=0,247$) as well as permanent and temporary employees ($p=0,401$) do not differ in relation to OCB (Table 10).

Table 10. Independent Samples T Test for gender and job status on OCB

Variables	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p</i>
Gender			1,159	317	0,247
Females	4,23	0,51			
Males	4,16	0,48			
Job Status			-0,789	317	0,401
Permanent	4,16	0,47			
Temporary	4,22	0,51			

For the two group variables of education and age, multiple comparisons of ANOVA applied. First, a one-way ANOVA test was performed to investigate an overall relationship between the two variables of education and age and OCB (Table 11) and then post hoc tests were run to investigate whether specific categories of the two group variables of education and age differed on OCB (Table 12).

Table 11. Welch's ANOVA test for education and age on OCB

Variables	<i>Statistic</i>	<i>df1</i>	<i>df2</i>	<i>Sig.</i>
Education	0,301	4	89,15	0,877
Age	0,182	2	147,10	0,833

The education variable consists of 6 levels beginning from elementary education and ending to a doctorate degree. However, only five employees appeared with elementary education and therefore they have not been taken into account in the analysis of variance. Similarly, in the age variable, only one employee was below 30 years of age and therefore this response has been dropped out for further analysis. To adjust for heterogeneity of variance in ANOVA, the Welch statistic test was used instead of Student's test, while the Games-Howell tests were adopted for multiple comparisons between the two variable categories. Welch's tests show that there are no

statistically significant differences between education ($p=0.877$) and age groups ($p=0.833$). The Games-Howell tests exhibit the p values for testing the significance of differences between education and age categories compared to OCB respectively. In the same line with the Welch's tests, the results indicate that there are no significant pairwise differences between education and age groups on OCB.

Table 12. Games-Howell tests for multiple comparisons between variable categories

Variables		<i>MD (I-J)</i>	<i>Sig.</i>
<i>Category (I)</i>	<i>Category (J)</i>		
Education			
Higher secondary education	Vocational Training Institutes	0,010	1,000
	Undergraduate degree	-0,074	0,967
	Graduate degree	-0,016	1,000
	Doctorate degree	-0,007	1,000
Vocational Training Institutes	Higher secondary education	-0,010	1,000
	Undergraduate degree	-0,084	0,960
	Graduate degree	-0,026	1,000
	Doctorate degree	-0,016	1,000
Undergraduate degree	Higher secondary education	0,074	0,967
	Vocational Training Institutes	0,084	0,960
	Graduate degree	0,058	0,928
	Doctorate degree	0,067	0,944
Graduate degree	Higher secondary education	0,016	1,000
	Vocational Training Institutes	0,026	1,000
	Undergraduate degree	-0,058	0,928
	Doctorate degree	0,009	1,000
Doctorate degree	Higher secondary education	0,007	1,000
	Vocational Training Institutes	0,016	1,000
	Undergraduate degree	-0,067	0,944
	Graduate degree	-0,009	1,000
Age			
30-40	41-50	-0,032	0,875
	>50	-0,050	0,864
41-50	30-40	0,032	0,875
	>50	-0,018	0,980
>50	30-40	0,050	0,864
	41-50	0,018	0,980

4.7. Multivariate analysis

In this part of the empirical research a mediation and moderation analysis is conducted and interpreted using Barron and Kenny's method (1986) described in the research tools section.

Table 13 illustrates the results of the Pearson's correlation among study variables including interaction effects. Job Satisfaction was significantly correlated only with OCB ($r = 0.158$, $p < .01$) and did not show any signs of relationship with PSM and ORID. There is a high positive association between OCB, PSM ($r = 0.562$, $p < 0.01$) and ORID ($r = 0.352$, $p < 0.01$) a result which may imply the presence of a mediation relationship. Theoretically, it is expected that public service motivation (PSM as an independent variable) may indirectly affect organizational citizen behavior (OCB as the dependent variable) through the mediating cause of organizational identification (ORID as mediator).

Table 13. Correlations among study variables including interaction effects

Variables	1	2	3	4	5
1. OCB	-				
2. PSM	0,562**	-			
3. ORID	0,352**	0,312**	-		
4. JSAT	0,158*	0,106	-0,059		
5. PSM x JSAT	0,491**	0,796**	0,198**	-	
6. ORID x JSAT	0,372**	0,330**	0,894**	0,480**	-

**significant at 1% level, *significant at 5% level

Although job satisfaction did not correlate with any of the other potential explanatory variables, it might affect the strength of their relation with OCB. Therefore, job satisfaction may act as moderator in the causal relation between PSM and OCB and between ORID and OCB. Correlation results show significant interactions effects with all variables. This suggests that the effect of PSM and ORID on OCB may depend on the level of job satisfaction.

To test the presence of mediation the three causal steps approach of Barron and Kenny was adopted (Table 14).

Table 14. Regression tests of Mediation of ORID

Model tested	<i>b1</i>	<i>b2</i>	<i>b3</i>	<i>b4</i>
1. OCB = f (PSM)	0,509*			
2. ORID = f (PSM)		0,562*		
3. OCB = f (PSM,ORID)			0,441*	0,125*

*significant at 1% level

Estimations of the three step procedure provide evidence of partial mediation of ORID. Specifically, the first and second condition is satisfied. That is, PSM has an impact on OCB and PSM has an impact on ORID. In the third model, the coefficient of PSM is significant and smaller than the corresponding coefficient in the first model ($0,441 < 0,509$). The impact of PSM on OCB was reduced due to the presence of ORID in the model. Consequently, it is very likely that ORID is a partial mediator in the relation of PSM and OCB. PSM affects ORID and ORID affects OCB. In another words, PSM explains OCB through ORID.

Turning to moderation analysis, there is strong evidence that job satisfaction acts as moderator. Results of the hierarchical regression analysis (Table 15) show that the two interactions of job satisfaction with organizational identification (ORID x JSAT) and job satisfaction with public service motivation (PSM x JSAT) accounted for significantly more variance than just the parent variables themselves.

Table 15. Moderated hierarchical regression results predicting OCB

Variable	<i>Model A - ORID x JSAT</i>		<i>Model B - PSM x JSAT</i>	
	<i>b</i>	<i>t-test</i>	<i>b</i>	<i>(t-test)</i>
Step 1: Main effects				
JSAT	0,246	3,481*	0,137	2,155*
ORID	0,232	7,035*	-	
PSM	-		0,499	11,922*
R ²	0,156*		0,326*	
Step 2: Interaction				
JSAT	1,245	4,453*	1,432	3,719*
ORID	1,217	4,525*	-	
ORID x JSAT	-0,295	-3,689*	-	
PSM	-		1,541	4,998*
PSM x JSAT	-		-0,322	-3,409*
R ²	0,191*		0,349*	
ΔR ²	0,035*		0,024*	

*significant at 1% level

Specifically, in model A the interaction term ORID x JSAT is significant ($p < 0,01$) with R^2 change = 0,035 ($\Delta R^2 = 0,035$, $p < 0,01$) indicating that there is a potentially significant moderation between job satisfaction and organizational identification on OCB. Similarly, in model B, the interaction explained a significant amount of incremental variance in OCB ($\Delta R^2 = 0,024$, $p < 0,01$). Thus, the effect of ORID on OCB depends on the value of JSAT and the effect of PSM on OCB depends on the value of JSAT too.

Since there were potentially significant moderation effects, another hierarchical regression was run to examine these effects. Age, gender, education and job status were put into the model first to control for when testing the impact of the main variables on OCB. Then the main variables (PSM, ORID, JSAT, PSM x JSAT, ORID x JSAT) entered into the model as a second group. Stepwise technique was applied and the results are presented in Table 16.

Table 16. Hierarchical regression results predicting OCB

Variable	<i>Model A</i>		<i>Model B</i>	
	<i>b</i>	<i>t-test</i>	<i>b</i>	<i>(t-test)</i>
Step 1: Main effects				
PSM	0,51	12,15	0,45	10,34
ORID x JSAT	-	-	0,04	4,38
Step 2: Excluded variables				
gender	-0,05	-0,72	-0,05	-1,10
age	-0,03	-0,52	-0,06	-1,40
education	-0,02	0,28	-0,01	-0,30
job status	0,01	4,12	-0,03	-0,73
ORID	0,20	2,16	0,06	0,58
JOBSAT	0,10	-1,05	0,03	0,63
PSM x JSAT	0,12	1,58	0-,00	-0,05
ORID x JSAT	0,21	4,38	-	-

$t > 1,96$, significance at 5%

It is evident that none of the control variables were found significant in explaining organizational citizenship behavior. Among the three explanatory variables of job satisfaction, organizational identification and public service motivation, only the latter was found significant and was retained in both the initial and final models. Concerning the interaction variables, as it was expected due to prior regression analysis, only the interaction between ORID and JSAT (ORID x JSAT) had an impact on OCB.

The final estimated model was:

$$\text{OCB} = 1,99 + 0,45 \text{ PSM} + 0,04 \text{ ORID} \times \text{JSAT} + e$$

(11,75) (10,34) (4,38)

$$R^2=0,36, \quad F(2, 319)=7,63, \quad p<0,01$$

The above equation shows that public sector motivation and the interaction between job satisfaction and organizational identification (ORID x JSAT) have a significant impact on OCB (in parenthesis are the t-values). ORID and JSAT on their own and the interaction of PSM and JSAT (PSM x JSAT) were not found to be important variables in explaining OCB. The magnitude of the coefficient of PSM and its high t-test value ($p<0,01$) signifies its importance in explaining OCB. The positive signs of both the PSM coefficient and the interaction term, point out that the higher/lower the motivation and the interaction between ORID and JSAT then the higher/lower will be the OCB.

The above analysis reveals that PSM affect OCB through ORID but the effect of ORID on OCB is moderated by JSAT. Therefore, it is very likely that the interaction between ORID and JSAT will act as mediator in the relation between PSM and OCB. Indeed, Baron and Kenny's three step procedures for mediation verify this type of relationship (Table 17).

Table 17. Regression tests of Mediation of ORID x JSAT

Model tested	<i>b1</i>	<i>b2</i>	<i>b3</i>	<i>b4</i>
1. OCB = f (PSM)	0,509*			
2. ORID x JSAT = f (PSM)		1,696*		
3. OCB = f (PSM, ORID x JSAT)			0,446*	0,037*

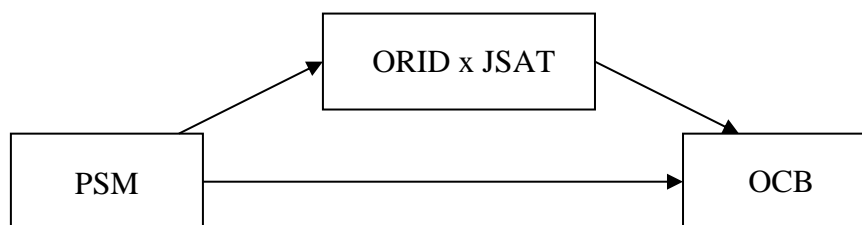
*significant at 1% level

In the third model the coefficient of PSM is significant and smaller ($0,446<0,509$) than in the first model due to the presence of the interaction term ORID x JSAT. It can be claimed that part of the effect of public service motivation on organizational citizenship behavior is carried through the interaction of job satisfaction and organizational identification.

4.8. Summary of results

The multivariate analyses conducted in this study investigated the relations between the variables of organizational citizenship behavior, public service motivation, organizational identification, job satisfaction as well as the interactions of job satisfaction with organizational identification (ORID x JSAT) and job satisfaction with public service motivation (PSM x JSAT). Regression analysis revealed that PSM is the only significant independent variable in explaining OCB. Findings of mediation analysis suggest that the relation of public service motivation and organization citizen behavior is mediated by organizational identification. Job satisfaction acts as a moderator in the relations between PSM and OCB as well as in the relations between ORID and OCB although it is not intercorrelated with any of the two explanatory variables. However, only the interaction between ORID and JSAT was found significant in explaining OCB. Further evidence suggested that this interaction has positive mediating affects. That is, the interaction between job satisfaction and organizational identification helps explain partially why public service motivation is related to organizational citizen behavior.

Schematically these relations can be presented as follows:



Overall, the present analysis suggests that Hypothesis 1 is not satisfied, Hypothesis 2 is fully supported, while Hypothesis 3 and 4 are partially supported through the mediator and moderator effects of the study variables.

5. DISCUSSION

The present findings provide practical contributions to public administration research by conceptualizing and empirically testing the constructs of public service motivation, organizational identification and job satisfaction as determinants of organizational citizenship behaviors in the Greek public sector. The dynamic nature of all of the variables conceptualized in the present study reveal an interesting and complicated picture due to the versatile nature of the constructs under examination and also due to their affinity. Because of OCB's multifaceted character, this research can only be considered as an initial and preliminary step in the investigation of the construct in the Greek context.

The first contribution of this study is the identification of a significant and positive overall relationship between OCB and public service motivation at the individual level in the Greek public administration. The public employees in Greece who demonstrate high levels of public service motivation are more likely to be associated with the performance of extra role behaviors than colleagues with low public service motivation. It can be assumed that these employees are captivated by and committed to the ideal of public service, fostering a desire to service their fellow citizens and affect the community. They want to achieve public administration goals and enhance the public services, by helping both the government and the citizens, by engaging in extra role behaviors and by voluntarily taking extra role responsibilities. This finding is in accordance with previous research from Anderfuhren-Biget et al., Sangmook Kim and Pandey et al. It is of extreme interest that this finding is also consistent with Sangmook Kim's later research (2006) where a significant positive relation was found between the two constructs of PSM and OCB in the Korean context. The interest lies to the fact that Korea is categorized like Greece as a collectivistic society where organizational collectivism is manifested in the commitment of civil servants to the public good. The flexibility of collectivism as representing both a personal construct and a cross-cultural dimension, strengthens the need for a future research on a potential relation between collectivism and OCB in the Greek context.

The second contribution of this study is the detection of organizational identification as a mediator variable and of job satisfaction as a moderator variable in this study. More specifically, direct relations between organizational identification and OCB as well as job satisfaction and OCB in the Greek public sector were not supported

by the results but only the interaction between ORID and JSAT significantly explains OCB. The positive and significant impact of this interaction seems rather small on the level of OCB and this low impact may be attributed on the relatively low level of job satisfaction found in the Greek public sector employees. An improvement of employee job satisfaction when it interacts with organizational identification may improve OCB and as well may amplify further the relation between public service motivation and organizational citizen behavior but because of the complex nature of interaction effects (Jaccard and Turrisi, 1990) this finding calls for further investigation.

What the findings demonstrate tentatively is that organizational identification mediates the relation of public service motivation and organizational citizenship behavior. When Greek public sector employees demonstrate high levels of public service motivation they are more likely to be strongly identified with their organizations. These employees are more personally invested in the organization, perceive that they have a place within the organization and perceive similarities between their own identities and those of their organizations. This elevated organizational identification will in turn motivate them to go the extra mile and be engaged in extra role behaviors. This outcome partially supports previous research by Riketta and Van Dick et al. suggesting that there is a substantial relation between organizational identification and OCB which shows that strongly organizational identified employees are more likely to put in extra effort to help their colleagues for the good of the organization. On the other hand, this finding is in accordance with the works of Van Dick et al. (2007) and David Jones (2010) who demonstrated that organizational identification can act as a mediator on the relationships between various organizational behavior constructs and OCB such as the ones of leadership and volunteerism.

Another finding also supported in this study is that job satisfaction moderates the relations between PSM and OCB as well as the relations between ORID and OCB. The findings suggest that job satisfaction can indirectly affect OCB through PSM and partially explain the relation of PSM and OCB. Greek public sector employees who demonstrate high levels of public service motivation are going to be more engaged in extra role behaviors and go above and beyond the call of duty if they are more satisfied with their jobs than colleagues with low job satisfaction levels. That is, when PSM is high, increasing levels of job satisfaction lead to an increase on OCB which in turn will promote the effective functioning of the organization. This outcome explains the effect

of a satisfied employee: the “Good Soldier” syndrome seems to be more evident even if he or she demonstrates beliefs, values and attitudes that go beyond self-interest and towards the public interest. This finding partially and poorly supports previous research by Bateman and Organ, Motowidlo, Murphy et al., Organ and Ryan, and Puffer which suggests that there is a robust relation between job satisfaction and OCB and shows that employees who are more satisfied with their jobs are more likely to put in more effort for the benefit of their organization. Again, this finding is in consistence with the work of Yannis Markovits (2012) demonstrating that job satisfaction can act as a moderator on the relation of organizational behavior constructs to OCB, such as the one of employee continuance commitment. Nevertheless, this finding also calls for future research in order to investigate further the relationship between job satisfaction and OCB in the Greek public sector.

Finally, this study supported that demographics failed to predict non mandatory extra-role work behaviors in the Greek public sector. Age, gender, educational level and job status are unsuccessful agents in driving Greek civil servants to overcome their normative perception towards their organization and behave in more social and non-mandatory manners. This finding comes in argument with previous research by Cohen and Avrahami, Bellou et al., Ng and Feldman, Conway and Briner, Stamper and Van Dyne and finally McLean and Kidder. In the correlation analysis of this study significant positive associations were only found between employee age and job status which comes as no surprise since the more years at work the higher the likelihood for an employee to move from an ephemeral to a permanent job status.

The practical implications of this study fall into two areas.

First, Greek public sector managers should realize that a wide range of civil employee behaviors outside specific role requirements and job descriptions do exist. Then, they should detect and monitor extra-role employee behaviors that go beyond role descriptions because these are strongly related to the effectiveness of their organizations as it has been shown in the literature review of this study. Finally, they should consider nurturing any existing extra role behaviors for the benefit of Greek public administration. Furthermore, managers should consider cultivate any existing public service values and motivations as well, since these constructs significantly and positively affect organizational citizenship behaviors.

As it is also discussed extensively in the literature review of this study, the Greek public sector possesses a chaotic organizational structure and functions under monopolist conditions with increased bureaucracy, formalism, centralization, political clientelism and badly designed HRM policies. Radical changes should be implemented in order for these efficiency-restricting factors to be abolished. This study proved that Greek public employees show high levels of OCB which is important to enhance effectiveness and efficiency in government organizations. Therefore, the second practical implication of the findings of this research is that policy makers and managers in the Greek public sector should consider the introduction of HRM practices fostering Organizational Citizenship Behavior as one of the procedures to boost the efficiency and competitiveness of public administration. Even better, these HRM practices should foster Public Service Motivation and Organizational Identification as well, since these constructs are strongly interrelated. This bundle of HRM practices may include recruitment and selection procedures that are predictive of employee citizenship and examine applicants with the perspective of public service motivation. Also education and orientation programs specially designed to introduce the mission and objectives of public administration, to define public interest service and to deliver better public services. Another option could be the development of training programs designed to improve relationships among coworkers. Extrinsic and intrinsic rewards towards citizenship may be considered as well. Finally, organizational identification can be fostered through socialization practices, increased autonomy and employee awareness of the unique and prestigious public organizational characteristics.

This study, as already noted, is only an initial examination that sets the stage for future empirical research clarifying the complex nature of relations between organizational behavior constructs.

As findings of this research prove the existence of OCB among Greek public sector employees, future research should question the impact of the aforementioned organizational changes and public sector reforms on OCB. It is of great interest to investigate how Greek public administration can be influenced without losing the benefits that are claimed to be associated with the existence of OCB. If the impact is the lowering of employee morale and the reduction of OCB then the already questioned viability of the Greek public sector agencies is potentially threatened.

Future research should also consider the explanations attributed to the moderation or mediation effects of the study variables and investigate these effects more thoroughly. In this research, job satisfaction was found to moderate the other study variables. Part of this effect can be attributed to the limited evidence on job satisfaction provided by the survey instrument. Future research in the Greek public sector should include a survey instrument including more items. This applies as well for the rest of the variables studied in this research. It would also be of great interest to investigate the construct of OCB within the Greek public sector in comparison with other Organizational Behavior constructs such as leadership, commitment and justice omitted in this research.

Finally, future research should concentrate of the design of OCB oriented HRM practices in the Greek public sector. As mentioned earlier these practices can be on recruitment and selection, training and development, performance appraisals and rewards etc.

This study, however, is not without its limitations.

Although the measures of citizenship behavior, public service motivation, organizational identification and job satisfaction used in this study are based on previously well validated scales, they consisted of a relatively small number of items because of the nature and character of the present research. Future research may consider using additional items to measure citizenship behavior, public service motivation, organizational identification and job satisfaction in the Greek public sector and thereby broaden the generality and even alter the present findings. By examining the survey variables with more expansive measures it can be verified that the present results are not limited to the particular items used to assess the relations of these four constructs. It is also worth developing measures especially tailored to the Greek public administration since the otherwise well validated measures used in this research were originally developed to measure the survey constructs in contexts with different culture characteristics than Greece.

Finally, the Greek Ministry of Culture in which the respondents of this research belong and work has not undergone dramatic reforms and changes for the last decade. It would be beneficial to test the survey variables with samples from other Greek public sector occupations which have undergone reforms. It would be interesting to see

whether other Greek public sector employees exhibit different professional values, different types of relationships or respond in a different way.

6. CONCLUSION

International research on the topic of organizational citizenship behavior has been dramatically increased over the past decades. In this study the measurement of OCB along with other important organizational behavior constructs was made possible in the Greek context in ways that predict specific relations and useful outcomes. This form of research has been lacking in domestic literature. The findings of this research provided empirical evidence on the relationships between the constructs of public service motivation, organizational identification, job satisfaction and organizational citizenship behavior within the Greek public sector. Key findings include that public service motivation uniquely predicts OCB, while organizational identification and job satisfaction act as moderators and mediators respectively in the relations between study variables. Demographics failed to predict OCB in the Greek public sector. Ample evidence is provided to present the relationships between the above mentioned constructs and their complexity. Hence, the findings of this study are not redundant and should be taken into account from Greek public sector policy makers and managers. Hopefully these results will encourage further research to explore the nuances of these relationships with the use of altered survey measures and a more diverse sample. Organizational citizenship behavior is an exciting construct and it is hoped that this study will draw attention and speed research progress in this area of great importance to the Greek public administration.

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8. Appendices

8.1. Appendix A

Survey Measures

Gender:

- Male (1)
- Female (0)

Age:

- <30 (1),
- 30 – 40 (2),
- 41 – 50 (3),
- 50< (4).

Education Level:

- Elementary education (1)
- Higher secondary education – High School (2),
- Post-secondary, non-university education – Vocational Training Institutes (3),
- Undergraduate degree – (Bachelor's -ATEI, AEI) (4),
- Graduate degree – (Masters) (5),
- Doctorate degree – (PhD) (6).

Job Status:

- Permanent employees (1),
- Temporary employees (0).

Organizational Citizenship Behavior measures:

- I adapt my time schedule to help other co-workers (*Individual-helping Behavior*),
- I try hard to help others so they can become integrated in my organization (*Individual-helping Behavior*),
- I read and keep up actively with developments of my organization (*Organization-Conscientiousness*),

- I generally take time to listen to co-workers' problems and worries (*Individual-helping Behavior*),
- I take a personal interest in the well-being of employees (*Individual-helping Behavior*),
- I pass on work-related information to co-workers (*Individual-helping Behavior*),
- I generally help others who have heavy workloads (*Individual-helping Behavior*),
- I sometimes take undeserved or extended work breaks (REVERSED) (*Organization-Conscientiousness*),
- Help each other out if someone falls behind in his/her work (*Individual-helping Behavior*),
- Willingly share their expertise with other members of the crew (*Individual-helping Behavior*),
- Try to act like peacemakers when other crew members have disagreements (*Individual-helping Behavior*),
- Take steps to try to prevent problems with other crew members (*Individual-helping Behavior*),
- Encourage each other when someone is down (*Individual-helping Behavior*),
- Provide constructive suggestions about how the crew can improve its effectiveness (*Individual-helping Behavior*).

Public Service Motivation measures:

- It is important to me to unselfishly contribute to my community (*Commitment to public interest*),
- I consider public service my civic duty (*Commitment to public interest*),
- I would prefer seeing public officials do what is best for the whole community even if it harmed my interests (*Commitment to public interest*),
- I am often reminded by daily events about how dependent we are on one another (*Compassion*),
- Making a difference in society means more to me than personal achievements (*Self-sacrifice*),
- I am prepared to make sacrifices for the good of society (*Self-sacrifice*),

- I am not afraid to go to battle for the rights of others even if it means I will be ridiculed (*Social Justice*).

Organizational Identification measures:

- When someone criticizes this organization it feels like a personal insult,
- When I talk about this organization, I usually say ‘we’ rather than ‘they’,
- This organization’s successes are my successes,
- When someone praises this organization it feels like a personal compliment,
- I feel a sense of ownership for this organization,
- I am very interested in what others think about my organization.

Job Satisfaction measures:

- My supervisor is quite competent in doing his/her job (*Supervision*),
- When I do a good job, I receive the recognition for it that I should receive (*Contingent rewards*),
- Many of our rules and procedures make doing a good job difficult (REVERSED), (*Operating conditions*),
- I sometimes feel my job is meaningless (REVERSED), (*Nature of work*),
- Communications seem good within this organization (*Communication*),
- I do not feel that the work I do is appreciated (REVERSED), (*Contingent rewards*),
- My efforts to do a good job are seldom blocked by red tape (REVERSE), (*Operating conditions*),
- I find I have to work harder at my job because of the incompetence of people I work with (REVERSED), (*Coworkers*),
- I like doing the things I do at work (*Nature of work*),
- The goals of this organization are not clear to me (REVERSED), (*Communication*),
- My supervisor shows too little interest in the feelings of subordinates (REVERSED), (*Supervision*),
- I have too much to do at work (REVERSED), (*Operating conditions*),
- I enjoy my coworkers (*Coworkers*),

- I often feel that I do not know what is going on with the organization (REVERSED), (*Communication*),
- I have too much paperwork (REVERSED), (*Operating conditions*),
- There is too much bickering and fighting at work (REVERSED), (*Coworkers*),
- My job is enjoyable (*Nature of work*),
- Work assignments are not fully explained (REVERSED), (*Communication*).

8.2. Appendix B

Survey questionnaire in the Greek language**ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΜΕΛΕΤΗΣ ΟΡΓΑΝΩΣΙΑΚΗΣ ΣΥΜΠΕΡΙΦΟΡΑΣ**

Αγαπητοί συνάδελφοι και συνεργάτες,

Το ερωτηματολόγιο αυτό διαμορφώθηκε με σκοπό τη μελέτη και διαρεύνηση του τρόπου με τον οποίο λειτουργούμε και δραστηριοποιούμαστε στο χώρο της εργασίας μας, δίνοντας το λόγο σε εμάς τους εργαζόμενους να εκφράσουμε την άποψή μας σε ζητήματα συμπεριφοράς που διαμορφώνουν το εργασιακό μας περιβάλλον.

Η συμπλήρωση του ερωτηματολογίου είναι ανώνυμη και δε ζητούνται στοιχεία που αποκαλύπτουν την ταυτότητά σας (όνομα, επώνυμο, κλπ). Κάθε προσωπικό δεδομένο που τυχόν περιλαμβάνει, είναι απόρρητο και εμπιστευτικό και προστατεύεται από τον Κώδικα Δεοντολογίας. Επιπλέον, οι απαντήσεις σας συνδυάζονται με απαντήσεις πολλών συναδέλφων και συνοψίζονται σε μία αναφορά ώστε η ανωνυμία της έρευνας να διασφαλιστεί παραπέρα.

Το ερωτηματολόγιο αυτό δεν έχει σκοπό να σας εξετάσει.

Παρακαλούμε αφιερώστε λίγο από το χρόνο σας και συμπληρώστε με ειλικρίνεια την απάντηση που σας ταιριάζει σε **όλες** τις ερωτήσεις που ακολουθούν. Για να απαντήσετε θα χρειαστείτε περίπου **10** λεπτά.

Η συμμετοχή σας σε αυτή την προσπάθεια είναι εθελοντική και η στήριξή σας είναι που δαίει.

Μπορείτε να επικοινωνήσετε μαζί μας στο ministrycultureoch@gmail.com.

Σας ευχαριστώ θερμά για τη συνεργασία σας



Δημήτρης Καρολίδης
Προϊστάμενος Τμήματος Συντήρησης
Χημικών και Φυσικών Ερευνών και Αρχαιομετρίας
του Αρχαιολογικού Μουσείου Θεσσαλονίκης

Παρακαλώ απαντήστε σε ΟΛΕΣ τις ερωτήσεις σημειώνοντας μόνο ένα κουτί κάθε φορά:

Φύλο	Άντρας <input type="checkbox"/>	Γυναίκα <input type="checkbox"/>				
Ηλικία	<30 <input type="checkbox"/>	30-40 <input type="checkbox"/>	40-50 <input type="checkbox"/>	50> <input type="checkbox"/>		
Εκπαίδευση	A' βόθμια (δημοτικό) <input type="checkbox"/>	B' βόθμια (γυμνάσιο, λύκειο) <input type="checkbox"/>	Τεχνική Εκπαίδευση (IEK) <input type="checkbox"/>	Πτυχίο ΔΕΙ - ΤΕΙ <input type="checkbox"/>	Μεταπτυχιακό <input type="checkbox"/>	Διδακτορικό <input type="checkbox"/>
(παρακαλώ συμπληρώστε το ανώτερο επίπεδο σπουδών σας)						
Είδος απασχόλησης	Μόνιμη <input type="checkbox"/>	Εποχική <input type="checkbox"/>				

Παρακαλώ επιλέξτε το βαθμό που συμφωνείτε/ διαφωνείτε με κάθε διατύπωση σημειώνοντας ΜΟΝΟ ένα κουτί για κάθε πρόταση (επιλέξτε για ΟΛΕΣ τις προτάσεις):

Διαφωνώ απόλυτα	Διαφωνώ	Ουδέτερος/η	Συμφωνώ	Συμφωνώ απόλυτα
1	2	3	4	5

Παρατείνω το ωράριό μου όταν χρειάζεται να βοηθήσω συναδέλφους στην εργασία τους	1	2	3	4	5
Προσπαθώ να βοηθήσω συναδέλφους να ενσωματωθούν στην Υπηρεσία	1	2	3	4	5
Ενημερώνομαι τακτικά για τις εξελίξεις και τα δρώμενα στην Υπηρεσία	1	2	3	4	5
Αφιερώνω χρόνο για να ακούσω τα προβλήματα και τις ανησυχίες των συναδέλφων μου	1	2	3	4	5
Ενδιαφέρομαι για το αν είναι ευχαριστημένοι οι συνάδελφοι μου από την εργασία τους	1	2	3	4	5
Μεταφέρω στους συναδέλφους μου νέα και πληροφορίες που σχετίζονται με την Υπηρεσία	1	2	3	4	5
Βοηθώ συναδέλφους όταν έχουν φόρτο εργασίας	1	2	3	4	5
Μερικές φορές κάνω παρατεταμένα διαλλείματα	1	2	3	4	5
Βοηθώ συναδέλφους όταν μένουν πίσω στις υποχρεώσεις τους	1	2	3	4	5
Μεταφέρω στους συναδέλφους μου γνώσεις που σχετίζονται με την δουλειά μας	1	2	3	4	5
Ενεργώ ως ειρηνοποιός όταν συνάδελφοί μου έχουν έντονες διαφωνίες	1	2	3	4	5
Προνοώ ώστε να αποφύγω προβλήματα με συναδέλφους	1	2	3	4	5
Εμψυχώνω συναδέλφους όταν είναι απογοητευμένοι από την εργασία τους	1	2	3	4	5
Συμβουλευθώ τους συνάδελφους για το πώς μπορούν να βελτιώσουν την απόδοσή τους	1	2	3	4	5
Είναι σημαντικό για μένα να προσφέρω αφιλοκερδώς στην κοινωνία	1	2	3	4	5
Θεωρώ τις δημόσιες υπηρεσίες που παρέχονται στους πολίτες, κοινωνικό μου καθήκον	1	2	3	4	5
Θα προτιμούσα οι πολιτικοί να κάνουν ότι καλύτερο για την κοινωνία,	1	2	3	4	5
ακόμα και αν αυτό έβλαπτε το προσωπικό μου συμφέρον	1	2	3	4	5
Η καθημερινότητα, μου υπενθυμίζει πόσο πολύ εξαρτώμαι από τους συνανθρώπους μου	1	2	3	4	5
Η κοινωνική συνεισφορά μου, είναι πιο σπουδαία από τα προσωπικά μου επιτεύγματα	1	2	3	4	5
Θα έκανα προσωπικές θυσίες για το καλό της κοινωνίας	1	2	3	4	5
Δε διστάζω να υπερασπιστώ τα δικαιώματα των άλλων ακόμα και αν χλευαστώ	1	2	3	4	5
Όταν κάποιος μιλά επικριτικά για την Υπηρεσία μου, το θεωρώ προσωπική προσβολή	1	2	3	4	5
Όταν μιλά για την Υπηρεσία μου, συνήθως λέω «εμείς (στο Υπουργείο)» παρά, «αυτοί»	1	2	3	4	5
Οι επιτυχίες της Υπηρεσίας μου είναι δικές μου επιτυχίες	1	2	3	4	5
Όταν κάποιος εκθειάζει την Υπηρεσία μου, το παίρνω σαν προσωπική φιλοφρόνηση	1	2	3	4	5
Αισθάνομαι ότι η Υπηρεσία μου, μου ανήκει	1	2	3	4	5
Με ενδιαφέρει πολύ για το πώς σκέπτονται οι άλλοι για την Υπηρεσία μου	1	2	3	4	5
Ο Προϊστάμενος μου, είναι ικανός στη δουλειά του	1	2	3	4	5
Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που μου αξίζει	1	2	3	4	5
Πολλοί από τους κανονισμούς στη εργασία μου, δυσκολεύουν την επίτευξη καλού έργου	1	2	3	4	5
Μερικές φορές αισθάνομαι πως η εργασία μου δεν έχει νόημα	1	2	3	4	5
Η διαπροσωπική επικοινωνία μέσα στην Υπηρεσία μου είναι καλή	1	2	3	4	5
Αισθάνομαι πως το έργο που επιτελώ, δεν εκτιμάται	1	2	3	4	5
Οι προσπάθειές μου για καλή εργασία, εμποδίζονται συχνά από τη γραφειοκρατία	1	2	3	4	5
Χρειάζεται να εργάζομαι πιο σκληρά λόγω της ανεπάρκειας των συναδέλφων μου	1	2	3	4	5
Μου αρέσουν τα καθήκοντα που έχω στην δουλειά μου	1	2	3	4	5
Οι στόχοι της Υπηρεσίας μου, δεν είναι ξεκάθαροι σε μένα	1	2	3	4	5
Ο Προϊστάμενος μου δείχνει μικρό ενδιαφέρον για το πως αισθάνονται οι υφιστάμενοι του	1	2	3	4	5
Έχω υπερβολικό φόρτο εργασίας	1	2	3	4	5
Είμαι ευχαριστημένος/η από τους συναδέλφους μου	1	2	3	4	5
Συχνά, δε γνωρίζω τι συμβαίνει μέσα στην Υπηρεσία μου	1	2	3	4	5
Η εργασία μου περιλαμβάνει πολύ γραφειοκρατία	1	2	3	4	5
Υπάρχουν πολύ διαπληκτισμοί κι έντονες διαφωνίες στη δουλειά μου	1	2	3	4	5
Η εργασία μου είναι ευχάριστη	1	2	3	4	5
Δεν μου παρέχονται ξεκάθαρες οδηγίες για τις εργασίες που μου ανατίθενται	1	2	3	4	5

8.3. Appendix C

Statistical analysis of questionnaire data

8.3.1. Reliability Test

Table 18. SPSS Output for Cronbach's Alpha calculations (a), (b), (c), (d)

OCB

Reliability Statistics	
Cronbach's Alpha	N of Items
,811	14

PSM

Reliability Statistics	
Cronbach's Alpha	N of Items
,758	7

ORID

Reliability Statistics	
Cronbach's Alpha	N of Items
,815	6

JOB SAT

Reliability Statistics	
Cronbach's Alpha	N of Items
,847	18

8.3.2. Frequencies

Table 19. SPSS Output for Frequencies for Demographics (a), (b)

		Statistics			
		gender	age	education	job status
N	Valid	322	322	322	322
	Missing	0	0	0	0
Mean		,27	2,88	4,27	,84
Std. Deviation		,446	,728	1,244	,366

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<30	5	1,6	1,6	1,6
	30-40	92	28,6	28,6	30,1
	41-50	162	50,3	50,3	80,4
	>50	63	19,6	19,6	100,0
Total		322	100,0	100,0	

Table 20. SPSS Output for Frequencies for Demographics (c), (d)

education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Elementary education	1	,3	,3	,3
Higher secondary education	47	14,6	14,6	14,9
Vocational Training Institutes	19	5,9	5,9	20,8
Valid Undergraduate degree	104	32,3	32,3	53,1
Graduate degree	100	31,1	31,1	84,2
Doctorate degree	51	15,8	15,8	100,0
Total	322	100,0	100,0	

job status				
	Frequency	Percent	Valid Percent	Cumulative Percent
0	51	15,8	15,8	15,8
Valid permanent	271	84,2	84,2	100,0
Total	322	100,0	100,0	

8.3.3. Descriptives of Organizational Citizen Behavior

Table 21. SPSS output for Organizational Citizenship Behavior Descriptives

Descriptive Statistics			
	N	Mean	Std. Deviation
I try hard to help others	322	4,6025	,69515
Willingly share knowledge with other members of the crew	322	4,5497	,69198
I pass on work-related information to co-workers	322	4,3944	,86990
I help others who have heavy workloads	322	4,3354	,83494
Take steps to prevent problems	322	4,2826	,85977
I generally take time to listen to co-workers' problems	322	4,2764	,81726
Encourage each other when someone is down	322	4,1894	,84912
I keep up actively with developments of my organization	322	4,1708	,92660
I adapt my time schedule	322	4,1460	,94743
I take a personal interest in the well-being of employees	322	4,0186	,92371
Help each other out if someone falls behind in his/her work	322	3,8696	,99300
Try to act like peacemakers in disagreements	322	3,8634	1,05604
Provide suggestions on how effectiveness can be improved	322	3,7764	1,03506
I sometimes take extended work breaks (r)	322	2,5807	1,24605
Valid N (listwise)	322		

8.3.4. Descriptives of Public Service Motivation

Table 22. SPSS Output for Public Service Motivation Descriptives

Descriptive Statistics			
	N	Mean	Std. Deviation
I consider public service my civic duty	322	4,4286	,88049
I would prefer seeing public officials do what is best for the whole community	322	4,1522	,95953
I am not afraid to go to battle for the rights of others	322	4,0932	,90207
I am often reminded by daily events about how dependent we are on one another	322	4,0373	,95629
It is important to me to unselfishly contribute to my community	322	3,9037	1,06782
I am prepared to make sacrifices for the good of society	322	3,7919	,86298
Making a difference in society means more to me	322	3,7019	1,00059
Valid N (listwise)	322		

8.3.5. Descriptives of Organizational Identification

Table 23. SPSS Output for Organizational Identification Descriptives

Descriptive Statistics			
	N	Mean	Std. Deviation
When I talk about this organization, I usually say 'we' rather than 'they'	322	4,0714	1,04024
When someone criticizes this organization it feels like a personal insult	322	3,5932	1,27973
I am very interested in what others think about my organization	322	3,5124	1,08867
This organization's successes are my successes	322	3,4814	1,18976
When someone praises this organization it feels like a personal compliment	322	3,3292	1,23438
I feel a sense of ownership for this organization	322	2,2143	1,28278
Valid N (listwise)	322		

8.3.6. Univariate Analysis

Table 24. SPSS output for testing employee differences on OCB according to gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Org. Cit. Beh.	female	233	4,2330	,51279	,03359
	male	86	4,1591	,48477	,05227

Independent Samples Test										
	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Org. Cit. Beh.	Equal variances assumed	,071	,790	1,159	317	,247	,07393	,06377	-,05154	,19940
Beh.	Equal variances not assumed			1,190	159,727	,236	,07393	,06214	-,04878	,19665

Table 25. SPSS output for testing employee differences on OCB according to job status

Group Statistics					
	job status	N	Mean	Std. Deviation	Std. Error Mean
Org. Cit. Beh.	permanent	50	4,1612	,46505	,06577
	temporary	269	4,2227	,51314	,03129

Independent Samples Test										
	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Org. Cit. Beh.	Equal variances assumed	,885	,348	-,789	317	,430	-,06151	,07793	-,21483	,09181
Beh.	Equal variances not assumed			-,845	73,003	,401	-,06151	,07283	-,20667	,08364

Table 26. SPSS output for testing employee differences on OSB according to age (a)

Descriptives

Org. Cit. Beh.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					30-40	92		
41-50	162	4,2032	,54166	,04256	4,1192	4,2873	2,00	5,00
>50	63	4,2210	,66153	,08335	4,0543	4,3876	1,67	5,00
Total	317	4,1974	,54911	,03084	4,1367	4,2580	1,67	5,00

Test of Homogeneity of Variances

Org. Cit. Beh.

Levene Statistic	df1	df2	Sig.
3,370	2	314	,036

ANOVA

Org. Cit. Beh.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,105	2	,053	,173	,841
Within Groups	95,175	314	,303		
Total	95,280	316			

Robust Tests of Equality of Means

Org. Cit. Beh.

	Statistic ^a	df1	df2	Sig.
Welch	,182	2	147,104	,833

a. Asymptotically F distributed.

Table 27. SPSS output for testing employee differences on OSB according to age (b)

Multiple Comparisons

Dependent Variable: Org. Cit. Beh.

	(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	30-40	41-50	-,03234	,07187	,894	-,2016	,1369
		>50	-,05008	,09003	,843	-,2621	,1619
	41-50	30-40	,03234	,07187	,894	-,1369	,2016
		>50	-,01774	,08174	,974	-,2102	,1748
	>50	30-40	,05008	,09003	,843	-,1619	,2621
		41-50	,01774	,08174	,974	-,1748	,2102
Scheffe	30-40	41-50	-,03234	,07187	,904	-,2091	,1444
		>50	-,05008	,09003	,857	-,2715	,1713
	41-50	30-40	,03234	,07187	,904	-,1444	,2091
		>50	-,01774	,08174	,977	-,2188	,1833
	>50	30-40	,05008	,09003	,857	-,1713	,2715
		41-50	,01774	,08174	,977	-,1833	,2188
Games-Howell	30-40	41-50	-,03234	,06555	,875	-,1871	,1224
		>50	-,05008	,09712	,864	-,2810	,1808
	41-50	30-40	,03234	,06555	,875	-,1224	,1871
		>50	-,01774	,09358	,980	-,2405	,2050
	>50	30-40	,05008	,09712	,864	-,1808	,2810
		41-50	,01774	,09358	,980	-,2050	,2405

Table 28. SPSS output for testing employee differences on OSB according to education (a)

Descriptives

Org. Cit. Beh.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Higher secondary education	47		
Vocational Training Institutes	19	4,1535	,50020	,11475	3,9124	4,3946	3,17	4,83
Undergraduate degree	104	4,2372	,47008	,04610	4,1458	4,3286	3,00	5,00
Graduate degree	100	4,1792	,54925	,05493	4,0702	4,2882	2,00	5,00
Doctorate degree	51	4,1699	,55075	,07712	4,0150	4,3248	3,08	5,00
Total	321	4,1926	,54995	,03070	4,1322	4,2530	1,67	5,00

Test of Homogeneity of Variances

Org. Cit. Beh.

Levene Statistic	df1	df2	Sig.
2,221	4	316	,067

ANOVA

Org. Cit. Beh.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,321	4	,080	,263	,902
Within Groups	96,463	316	,305		
Total	96,784	320			

Robust Tests of Equality of Means

Org. Cit. Beh.

	Statistic ^a	df1	df2	Sig.
Welch	,301	4	89,153	,877

a. Asymptotically F distributed.

Table 29. SPSS output for testing employee differences on OSB according to age (b)

Multiple Comparisons

Dependent Variable: Org. Cit. Beh.

	(I) education	(J) education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Games-Howell	Higher secondary education	Vocational Training Institutes	,00961	,15603	1,000	-,4326	,4518
		Undergraduate degree	-,07406	,11534	,967	-,3978	,2497
		Graduate degree	-,01605	,11914	1,000	-,3494	,3174
		Doctorate degree	-,00681	,13086	1,000	-,3715	,3579
	Vocational Training Institutes	Higher secondary education	-,00961	,15603	1,000	-,4518	,4326
		Undergraduate degree	-,08367	,12367	,960	-,4478	,2805
		Graduate degree	-,02566	,12722	1,000	-,3973	,3460
		Doctorate degree	-,01643	,13826	1,000	-,4137	,3809
	Undergraduate degree	Higher secondary education	,07406	,11534	,967	-,2497	,3978
		Vocational Training Institutes	,08367	,12367	,960	-,2805	,4478
		Graduate degree	,05801	,07170	,928	-,1394	,2555
		Doctorate degree	,06724	,08985	,944	-,1831	,3176
	Graduate degree	Higher secondary education	,01605	,11914	1,000	-,3174	,3494
		Vocational Training Institutes	,02566	,12722	1,000	-,3460	,3973
		Undergraduate degree	-,05801	,07170	,928	-,2555	,1394
		Doctorate degree	,00923	,09468	1,000	-,2538	,2722
	Doctorate degree	Higher secondary education	,00681	,13086	1,000	-,3579	,3715
		Vocational Training Institutes	,01643	,13826	1,000	-,3809	,4137
		Undergraduate degree	-,06724	,08985	,944	-,3176	,1831
		Graduate degree	-,00923	,09468	1,000	-,2722	,2538

8.3.7. Correlations and Multivariate Analysis

Table 30. SPSS output for Correlations

		Correlations			
		OCB	ORID	Pub. Serv. Motiv.	Job Satisfaction
OCB.	Pearson Correlation	1	,352**	,562**	,158**
	Sig. (2-tailed)		,000	,000	,004
	N	322	322	322	322
ORID	Pearson Correlation	,352**	1	,312**	-,059
	Sig. (2-tailed)	,000		,000	,294
	N	322	322	322	322
Pub. Serv. Motiv.	Pearson Correlation	,562**	,312**	1	,106
	Sig. (2-tailed)	,000	,000		,057
	N	322	322	322	322
Job Satisfaction	Pearson Correlation	,158**	-,059	,106	1
	Sig. (2-tailed)	,004	,294	,057	
	N	322	322	322	322

** . Correlation is significant at the 0.01 level (2-tailed).

		Correlations					
		OCB	ORID	Pub. Serv. Motiv.	Job Satisfaction	PSMxJOBSAT	ORIDxJOBSAT
OCB.	Pearson Correlation	1	,352**	,562**	,158**	,491**	,372**
	Sig. (2-tailed)		,000	,000	,004	,000	,000
	N	322	322	322	322	322	322
ORID	Pearson Correlation	,352**	1	,312**	-,059	,198**	,894**
	Sig. (2-tailed)	,000		,000	,294	,000	,000
	N	322	322	322	322	322	322
Pub. Serv. Motiv.	Pearson Correlation	,562**	,312**	1	,106	,796**	,330**
	Sig. (2-tailed)	,000	,000		,057	,000	,000
	N	322	322	322	322	322	322
Job Satisfaction	Pearson Correlation	,158**	-,059	,106	1	,679**	,382**
	Sig. (2-tailed)	,004	,294	,057		,000	,000
	N	322	322	322	322	322	322
PSMxJOBSAT	Pearson Correlation	,491**	,198**	,796**	,679**	1	,480**
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	322	322	322	322	322	322
ORIDxJOBSAT	Pearson Correlation	,372**	,894**	,330**	,382**	,480**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	322	322	322	322	322	322

** . Correlation is significant at the 0.01 level (2-tailed).

Table 31. SPSS Output for Barron and Kenny's Mediation Analysis (a)

Barron and Kenny's Mediation Analysis where Y=OCB, X=PSM, M= ORID

Step 1

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Pub. Serv. Motiv. ^b	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562 ^a	,316	,314	,45501

a. Predictors: (Constant), Pub. Serv. Motiv.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30,568	1	30,568	147,647	,000 ^b
1 Residual	66,252	320	,207		
Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), Pub. Serv. Motiv.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,149	,170		12,636	,000
	Pub. Serv. Motiv.	,509	,042	,562	12,151	,000

a. Dependent Variable: OCB

Step 2

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Pub. Serv. Motiv. ^b	.	Enter

a. Dependent Variable: ORID

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,312 ^a	,097	,094	,81589

a. Predictors: (Constant), Pub. Serv. Motiv.

Table 32. SPSS Output for Barron and Kenny's Mediation Analysis (b)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,922	1	22,922	34,434	,000 ^b
	Residual	213,019	320	,666		
	Total	235,941	321			

a. Dependent Variable: ORID
 b. Predictors: (Constant), Pub. Serv. Motiv.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1,598	,305		5,239	,000
	Pub. Serv. Motiv.	,441	,075	,312	5,868	,000

a. Dependent Variable: ORID

Step 3

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ORID, Pub. Serv. Motiv. ^b		Enter

a. Dependent Variable: OCB
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,592 ^a	,350	,346	,44404

a. Predictors: (Constant), ORID, Pub. Serv. Motiv.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33,922	2	16,961	86,019	,000 ^b
	Residual	62,899	319	,197		
	Total	96,821	321			

a. Dependent Variable: OCB
 b. Predictors: (Constant), ORID, Pub. Serv. Motiv.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1,948	,173		11,267	,000
	Pub. Serv. Motiv.	,454	,043	,501	10,546	,000
	ORID	,125	,030	,196	4,124	,000

a. Dependent Variable: OCB

Table 33. SPSS Output for Moderation Analysis for ORID, PSM and OCB

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ORID, Pub. Serv. Motiv. ^b		Enter
2	ORIDxPSM ^b		Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,592 ^a	,350	,346	,44404	,350	86,019	2	319	,000
2	,596 ^b	,355	,349	,44316	,005	2,270	1	318	,133

a. Predictors: (Constant), ORID, Pub. Serv. Motiv.

b. Predictors: (Constant), ORID, Pub. Serv. Motiv., ORIDxPSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33,922	2	16,961	86,019	,000 ^b
	Residual	62,899	319	,197		
	Total	96,821	321			
2	Regression	34,368	3	11,456	58,331	,000 ^c
	Residual	62,453	318	,196		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), ORID, Pub. Serv. Motiv.

c. Predictors: (Constant), ORID, Pub. Serv. Motiv., ORIDxPSM

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	ORIDxPSM	-,568 ^b	-1,507	,133	-,084	,014

a. Dependent Variable: OCB

b. Predictors in the Model: (Constant), ORID, Pub. Serv. Motiv.

Table 34. SPSS Output for Moderation Analysis for JSAT, ORID and OCB

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,395 ^a	,156	,151	,50614	,156	29,470	2	319	,000
2	,437 ^b	,191	,183	,49643	,035	13,605	1	318	,000

a. Predictors: (Constant), ORID, Job Satisfaction

b. Predictors: (Constant), ORID, Job Satisfaction, ORIDxJOBSAT

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,099	2	7,550	29,470	,000 ^b
	Residual	81,722	319	,256		
	Total	96,821	321			
2	Regression	18,452	3	6,151	24,958	,000 ^c
	Residual	78,369	318	,246		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), ORID, Job Satisfaction

c. Predictors: (Constant), ORID, Job Satisfaction, ORIDxJOBSAT

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2,596	,266		9,756	,000			
	Job Satisfaction	,246	,071	,179	3,481	,001	,158	,191	,179
	ORID	,232	,033	,362	7,035	,000	,352	,366	,362
2	(Constant)	-,745	,943		-,790	,430			
	Job Satisfaction	1,245	,280	,908	4,453	,000	,158	,242	,225
	ORID	1,217	,269	1,900	4,525	,000	,352	,246	,228
	ORIDxJOBSAT	-,295	,080	-,1673	-3,689	,000	,372	-,203	-,186

a. Dependent Variable: OCB

Excluded Variables ^a						
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	ORIDxJOBSAT	-,1673 ^b	-3,689	,000	-,203	,012

a. Dependent Variable: OCB

b. Predictors in the Model: (Constant), ORID, Job Satisfaction

Table 35. SPSS Output for Moderation Analysis for JSAT, PSM and OCB

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,571 ^a	,326	,321	,45245	,326	76,984	2	319	,000
2	,591 ^b	,349	,343	,44510	,024	11,623	1	318	,001

a. Predictors: (Constant), Pub. Serv. Motiv., Job Satisfaction

b. Predictors: (Constant), Pub. Serv. Motiv., Job Satisfaction, PSMxJOBSAT

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31,519	2	15,759	76,984	,000 ^b
	Residual	65,302	319	,205		
	Total	96,821	321			
2	Regression	33,821	3	11,274	56,906	,000 ^c
	Residual	62,999	318	,198		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), Pub. Serv. Motiv., Job Satisfaction

c. Predictors: (Constant), Pub. Serv. Motiv., Job Satisfaction, PSMxJOBSAT

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1,735	,256		6,784	,000			
	Job Satisfaction	,137	,063	,100	2,155	,032	,158	,120	,099
	Pub. Serv. Motiv.	,499	,042	,551	11,922	,000	,562	,555	,548
2	(Constant)	-2,453	1,254		-1,956	,051			
	Job Satisfaction	1,432	,385	1,045	3,719	,000	,158	,204	,168
	Pub. Serv. Motiv.	1,541	,308	1,702	4,998	,000	,562	,270	,226
	PSMxJOBSAT	-,322	,094	-1,572	-3,409	,001	,491	-,188	-,154

a. Dependent Variable: OCB

Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	PSMxJOBSAT	-,1572 ^b	-3,409	,001	-,188	,010

a. Dependent Variable: OCB

b. Predictors in the Model: (Constant), Pub. Serv. Motiv., Job Satisfaction

Table 36. SPSS Output for Hierarchical Regression Analysis (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562 ^a	,316	,314	,45501
2	,595 ^b	,355	,351	,44259

a. Predictors: (Constant), Pub. Serv. Motiv.

b. Predictors: (Constant), Pub. Serv. Motiv., ORIDxJOBSAT

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,568	1	30,568	147,647	,000 ^b
	Residual	66,252	320	,207		
	Total	96,821	321			
2	Regression	34,333	2	17,166	87,635	,000 ^c
	Residual	62,488	319	,196		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), Pub. Serv. Motiv.

c. Predictors: (Constant), Pub. Serv. Motiv., ORIDxJOBSAT

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,149	,170		12,636	,000
	Pub. Serv. Motiv.	,509	,042	,562	12,151	,000
2	(Constant)	1,990	,169		11,750	,000
	Pub. Serv. Motiv.	,446	,043	,493	10,343	,000
	ORIDxJOBSAT	,037	,008	,209	4,384	,000

a. Dependent Variable: OCB

Table 37. SPSS Output for Hierarchical Regression analysis (b)

Excluded Variables ^a						
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	gender	-.049 ^b	-1,054	,292	-.059	,995
	age	-.034 ^b	-.716	,475	-.040	,975
	education	-.024 ^b	-.516	,606	-.029	,998
	job status	,013 ^b	,281	,779	,016	,994
	ORID	,196 ^b	4,124	,000	,225	,903
	Job Satisfaction	,100 ^b	2,155	,032	,120	,989
	PSMxJOBSAT	,120 ^b	1,578	,116	,088	,367
	ORIDxJOBSAT	,209 ^b	4,384	,000	,238	,891
	gender	-.049 ^c	-1,097	,273	-.061	,995
2	age	-.064 ^c	-1,401	,162	-.078	,954
	education	-.014 ^c	-.301	,764	-.017	,995
	job status	-.034 ^c	-.727	,468	-.041	,942
	ORID	,058 ^c	,578	,564	,032	,201
	Job Satisfaction	,031 ^c	,627	,531	,035	,854
PSMxJOBSAT	-.004 ^c	-.053	,958	-.003	,314	

a. Dependent Variable: OCB

b. Predictors in the Model: (Constant), Pub. Serv. Motiv.

c. Predictors in the Model: (Constant), Pub. Serv. Motiv., ORIDxJOBSAT

Table 38. SPSS Output for Mediation Analysis of ORID x JSAT (a)

Step 1

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Pub. Serv. Motiv. ^b	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562 ^a	,316	,314	,45501

a. Predictors: (Constant), Pub. Serv. Motiv.

Table 39. SPSS Output for Mediation Analysis of ORID x JSAT (b)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,568	1	30,568	147,647	,000 ^b
	Residual	66,252	320	,207		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), Pub. Serv. Motiv.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,149	,170		12,636	,000
	Pub. Serv. Motiv.	,509	,042	,562	12,151	,000

a. Dependent Variable: OCB

Step 2

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Pub. Serv. Motiv.		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: ORIDxJOBSAT

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,330 ^a	,109	,106	2,94466	,109	39,181	1	320	,000

a. Predictors: (Constant), Pub. Serv. Motiv.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	339,740	1	339,740	39,181	,000 ^b
	Residual	2774,724	320	8,671		
	Total	3114,463	321			

a. Dependent Variable: ORIDxJOBSAT

b. Predictors: (Constant), Pub. Serv. Motiv.

Table 40. SPSS Output for Mediation Analysis of ORID x JSAT (c)

Coefficients ^a										
Model	Unstandardized		Standardized	t	Sig.	Correlations			Collinearity Statistics	
	Coefficients		Coefficients			Zero-order	Partial	Part	Tolerance	VIF
	B	Std. Error	Beta							
(Constant)	4,316	1,101		3,922	,000					
1 Pub. Serv. Motiv.	1,696	,271	,330	6,259	,000	,330	,330	,330	1,000	1,000

a. Dependent Variable: ORIDxJOBSAT

Step 3

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	ORIDxJOBSAT, Pub. Serv. Motiv. ^b		Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,595 ^a	,355	,351	,44259

a. Predictors: (Constant), ORIDxJOBSAT, Pub. Serv. Motiv.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34,333	2	17,166	87,635	,000 ^b
	Residual	62,488	319	,196		
	Total	96,821	321			

a. Dependent Variable: OCB

b. Predictors: (Constant), ORIDxJOBSAT, Pub. Serv. Motiv.

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized	t	Sig.
	Coefficients			Coefficients		
	B	Std. Error	Beta			
(Constant)	1,990	,169		11,750	,000	
1 Pub. Serv. Motiv.	,446	,043	,493	10,343	,000	
ORIDxJOBSAT	,037	,008	,209	4,384	,000	

a. Dependent Variable: OCB

