



From PSM to helping behavior in contemporary Greek public sector: the roles of organizational identification and job satisfaction

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Keywords:	helping behavior, public service motivation, organizational identification, job satisfaction, public administration
Abstract:	<p>This paper investigates helping behavior (HB), a fundamental dimension of organizational citizenship behavior (OCB), in the context of contemporary Greek public sector. More specifically, the effect of public service motivation on helping behavior is examined through the indirect effects of organizational identification and job satisfaction. Reported data were gathered from 322 respondents with the aid of a questionnaire administered to central and regional Greek public service units. The findings indicate that there is a strong relationship between helping behavior and public service motivation, while organizational identification and job satisfaction act as mediators and moderators of this relationship, respectively. This research extends the current organizational literature by illustrating the mediating role of organizational identification and the moderating role of job satisfaction in the effect of public service motivation on helping behavior. By studying the behaviors and motives of public servants, this research contributes to our knowledge of what drives these individuals and the methods for managing these employees. These findings can be used as an input in the development of specific human resource management strategies aimed at improving organizational success in contemporary public sector settings.</p>

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Introduction

Public services in Europe have been subject to organizational change during the past two decades in order to enhance competitiveness in a dynamically changing work environment (Curry et al., 2016). These change initiatives are primarily rooted in the New Public Management (NPM) movement and strive to introduce a market-like orientation with greater governmental flexibility and responsiveness (Pollitt & Dan, 2011). The outcomes of these endeavors present a high degree of variation on performance improvement, which depends primarily on contextual factors, such as structural (e.g., downsizing) and operational changes (e.g., administrative culture) (Pollitt & Dan, 2013). The Greek public sector is no exception, and reforms to public services have been a priority for every government in recent decades (Greek Ministry of Finance, 2014). Since organizational effectiveness depends heavily upon human capital and assets (Lepak & Snell, 1999), it is the public-sector employees who assume the leading role in meeting all these novel organizational goals in contemporary public organizations (Pollitt & Bouckaert, 2011).

Against the background of public administration change, the present study investigates the existence of helping behavior (HB) among Greek public-sector employees and its correlations with the job-related attitudes of public service motivation (PSM), organizational identification (OID) and job satisfaction. We are interested in studying the relationships between these constructs in the current setting, because they all are related to enhanced employee involvement which promotes service quality and improves organizational outcomes (Cantarelli et al., 2016; Organ, 1997; Pollitt 2006; Riketta & Van Dick, 2005).

Over the years, researchers have identified and proposed different taxonomies and key types of organizational citizenship behavior (OCB) (Harvey et al., 2018). The present study focuses on helping behavior, a feature of the “good soldier” syndrome, which is the workplace behavior that involves voluntarily helping (Smith et al., 1983). This helping behavior, which

manifests in helping co-workers and sharing resources in work-related problems, has been identified as one of the most important dimensions of citizenship behavior and as an important determinant of both organizational efficiency and effectiveness (Organ, 2017). The labor-intensive facet of public service jobs emphasizes the importance of behaviors that enhance the social and psychological environment (i.e., OCBs) for optimum public service delivery (Taylor, 2013).

Furthermore, the interrelationships between helping behavior, PSM, organizational identification and job satisfaction are examined. The theoretical concept of the person-organization fit (P-O fit), suggests that the more that the congruence between organization and employee values increases, the better these employees will perform through increased motivation stemming from the embracement of institutional public values and the integration of organizational goals (Kristoff, 1996; Perry & Hondeghem, 2008; Wright & Pandey, 2008). Along these lines, highly motivated government employees might demonstrate greater civic engagement and effort to achieve organizational goals and show a greater propensity to be engaged in helping behavior (Castaing, 2006; Perry & Wise, 1990).

Organizational identification represents an individual's desire for self-worth enhancement through membership and attachment to organizations with meaningful attributes and special characteristics, such as the public sector (Haslam, 2004). Public sector employees who highly identify with their organizations encourage success and perceive their agencies' successes as their own (Riketta, 2005). Such as this, organizational identification can be seen as a complementary mechanism affecting a variety of work-related outcomes, including OCBs (Van Dick, 2001).

Finally, job satisfaction in public sector settings reflects a congruence between prior motivational values and needs and subsequent employment experiences and is correlated with a large number of variables including PSM and OCB (Cantarelli et al., 2016; Perry & Wise,

1990). To this extent, job satisfaction has the potential to influence government employees' helping behavior in the setting of the current study.

This paper contributes to the existing body of public administration literature by investigating the way public service motivation is related to OCBs in contemporary public organizations.

We also make a contribution by examining the effects of organizational identification and job satisfaction on the relationship between PSM and helping behavior. All of these relationships are especially crucial in the public sector since the study constructs are relevant from a theoretical and empirical viewpoint with regard to both employee performance and the effective functioning of organizations in a dynamically changing work environment (Harvey et al, 2018). Finally, on a more practical level, the outcome of this study can be used as an input, to the development of human resource management strategies for eliciting OCBs from public administration employees.

This introduction is followed by the theoretical framework of the study where the research variables are discussed along with the assumptions of our study. Then, the research method is presented along with the data source. For the purpose of this study, a sample of employees who possess some homogeneous characteristics was selected; their attributes represent the type of public administrators the Greek National Reforms Programme aims to recruit, engage and retain. Finally, the findings offered lead to theoretical and practical implications, limitations and future directions.

Theoretical framework and hypotheses development

Helping behavior: a key dimension of Organizational Citizenship Behavior

Within effective organizations, employees often go beyond formal job responsibilities, performing non-mandatory tasks with no expectation of tangible or intangible rewards.

Dennis Organ and his colleagues identified the extra-role helping behaviors as the “good soldier” syndrome and the concept of organizational citizenship behavior was born (Organ,

2017). Almost 30 different forms of citizenship behaviors exist today (Podsakoff et al., 2000) and these include helping others, sportsmanship, organizational loyalty and compliance, and civic virtue. This study places emphasis on the helping behavior towards individuals (i.e., co-workers) and the voluntary forms of interpersonal assistance provided by the “good soldiers” to facilitate organizational goal achievement (Organ, 1988). Helping behavior is a fundamental dimension of OCB and occupies a prominent place in OCB literature. Although many conceptual frameworks have been developed over the years to capture the concept of OCB, helping behavior has been included as a key component of OCB in most of the taxonomies proposed, a fact that highlights its importance to OCB scholars (Harvey et al., 2018). Bateman and Organ (1983), suggested that helping co-workers with job-related problems is among those gestures that lubricate the social machinery of the organization. Jill Graham (as cited in Moorman & Blakely, 1995), defines interpersonal helping as the behavior which focuses on helping co-workers in their jobs when such help is needed. Van Dyne and LePine (1998), defined helping as a promotive and cooperative behavior that is noncontroversial and affiliative. According to the authors, such behavior emphasizes small acts of consideration and personal harmony, and builds up relationships. Finally, Dekas and colleagues (2013), proposed, among others, that helping behavior involves voluntarily assisting coworkers with work-related issues by passing along information on the developments in the organization.

In contemporary public administration, this behavior is crucial; helping co-workers with increased workloads, preventing or resolving interpersonal discord, encouraging other employees during stressful situations, exchanging valuable information on the developments in the organization, and providing assistance on novel technology and work processes can all improve individual, group and eventually organizational performance (Podsakoff et al., 2000).

Helping behavior, as a key dimension of OCB, is seen as one of the determining factors in the successful implementation of organizational goals because OCBs enable the organization to adapt and adjust more effectively to the conditions dominating the present socio-economic environment (Chahal and Mehta, 2010; Davis & Stazyk, 2014; Podsakoff et al., 2009; Organ, 1997; Schneider et al., 2005; Vigoda-Gadot & Beerli, 2012). A number of studies in government settings show that helping behavior is related to prosocial motives or desires to benefit others (Finkelstein & Penner, 2004; Rioux & Penner, 2001). Employees with a desire to benefit and help others, feel responsible for improving the welfare of colleagues and are committed and willing to subordinate their own interests in order to meet organizational goals (Ilies et al., 2006, Joireman et al., 2006). Finally, managers are increasingly recognizing extra-role helping behavior as one of the key work outcomes (Cooper & Thatcher, 2010) and try to integrate them into the development of novel human resource management practices (Gong et al., 2010; Podsakoff et al., 2011; Snape & Redman, 2010).

Public service motivation

The concept of public service motivation originates from the belief that public servants share unique motives not found in their private sector counterparts (Perry & Wise, 1990). PSM is the combination of motives and actions intended to do good for others and shape the well-being of society and is grounded primarily in the task of public service provision (Perry et al., 2010). This type of motivation, although not unique to government administration, is animated by values arising from public institutions and missions (French & Emerson, 2014; Perry & Hondeghem, 2008).

Public sector motivation is found to be higher among employees working in the public than in the private sector (Taylor, 2010). According to the person-organization fit construct (Kristoff, 1996; Steijn, 2008; Wright & Pandey, 2008), employees are more likely to join, stay, and perform in organizational settings in which they perceive that the management

practices and the overall outcomes of the organization reflect and support their individual values.

A number of studies emphasize the positive effects of PSM on performance into the public sphere through the high correlation with other value-laden concepts such as helping and prosocial behaviors with which PSM shares the element of other-regarding behavior (Perry & Hondeghem, 2008). Highly motivated public sector employees might demonstrate an elevated propensity to engage in prosocial behaviors towards individuals, thus exhibiting high levels of performance (Camilleri, 2006; Castaing, 2006). Prosocial behavior briefly includes the intention of promoting the welfare of individuals, groups, or organizations (Brief & Motowidlo, 1986) and although as a construct is broader than OCB in terms of both context and target, many of the contributions inherent in OCB would qualify as prosocial behaviors (Organ, 2017). In this way, highly motivated public sector employees can contribute to their organization's mission and goals not only by performing the tasks expected from them, that is through appropriate "in role" behaviors, but also by going "above and beyond the call of duty", that is through "extra role" OCBs including helping behavior (Van Loon et al., 2017).

We follow this line of thinking and hypothesize that public-sector employees who exhibit higher levels of PSM will be more engaged in helping behavior:

H1: Higher levels of public service motivation are associated with higher levels of helping behavior in public sector employees.

Linking OCB and PSM through organizational identification

Social identity theory (SIT) suggests that individuals define themselves based on their membership in various groups (Turner, 1985). The merger of the self and the group leads individuals to see the self as similar to the other members of the group and to adopt group characteristics and interests. Ashforth and Mael (1989) applied this approach in

organizational settings by proposing that organizational identification represents employees' perception of belonging to their organization, that is, the perceived oneness with the organization. The linkage between the self and the organization is both cognitive (e.g., one embodies organizational values and goals) and emotional (i.e., one takes pleasure through the uniqueness of membership) (Riketta, 2005). The more the individual identifies with an organization, the more the organization's values, norms, and interests are incorporated into their self-concept. Organizational interests are experienced as self-interests, and individuals are intrinsically motivated to contribute to the collective that the organization represents (Van Knippenberg & Ellemers, 2003).

High levels of OID suggest potential beneficial effects on organizational functioning since a strong sense of organizational identification can result in a number of positive employee outcomes, including in-role and extra-role performance (Riketta & Van Dick, 2005). The power of organizational identification as an important aspect of organizational life is illustrated in the work of Gioia and colleagues (2000), who proposed that employee identity is adaptive in facilitating organizational effectiveness because adaptation is seen as an essential condition for organizational welfare and even survival.

When employees identify strongly with an organization, they are more concerned with the prosperity of the organization, and their behaviors will adapt to the core characteristics of their organization (Riketta, 2005). The core value of public administration is the promotion of the general welfare of society; therefore, it is anticipated that the public sector attracts individuals seeking opportunities to satisfy their motives to serve the public (Wright & Pandey, 2011). In this way, the construct of OID overlaps with the construct of person-organization fit (P-O fit); they both involve a sense of attachment to or resonance with the organization. P-O fit represents a convergence of values (where the self and the organization remain separate entities), while in OID, the individual's identity becomes intertwined with

the identity of the organization (the self and the organization become one), and the individual becomes a microcosm of the organization (Ashforth & Mael, 1989). Through P-O fit, the motivated employee seeks to achieve the mission of public administration, while through OID, they become a microcosm attempting to live up to the ideals embodied in the public administration mission and values. Recent research has established the P-O fit both as a correlate and a mediator of PSM and outcomes in the public sector (Gould-Williams et al., 2013). PSM antecedes OID because it begins to develop prior to joining the organization, while organizational identification builds up once an individual becomes part of the organization. Because of the overlapping nature of P-O fit and OID, individual PSM has the potential to positively affect and alter public sector employee OID through P-O fit (Kim, 2012). That is, the more motivated the employees are, the stronger they may identify with their organizations. This heightened organizational identification has the potential to drive them to enhance both “in role” and “extra role” performance (Riketta & Van Dick, 2005).

A number of studies have demonstrated that organizational identification can indeed act as a mediator in public sector settings. Shen and colleagues (2014) found that OID mediates the relationship between organizational support and OCBs, Blader and Tyler (2009) showed that OID mediates the relationship between procedural fairness and OCBs, and Liu and Perry (2016) reported that OID mediates the relationship between PSM and community citizenship behavior.

These findings are important for our research setting. We can hypothesize that highly motivated public-sector employees may experience organizational interests as self-interests. The merging of the self and the public administration identity also means that the co-workers (i.e., the other members of the organization) play a significant role in defining the self-identity (Van Knippenberg & Ellemers, 2003). Thus, highly motivated employees will

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3 identify more with organizational goals, which in turn will drive them to be engaged in
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5 helping behavior. This reasoning leads to the second research hypothesis:
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9 *H2: Organizational identification mediates the relationship between PSM and helping*
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11 *behavior in public sector employees.*
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13 *The moderating role of job satisfaction*

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16 The large number of studies on job satisfaction suggests that it is one of the most extensively
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18 studied variables in organizational literature (Cantarelli et al., 2016). Researchers converge
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20 on the fact that job satisfaction is a multifaceted construct related to the fulfilment of various
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22 and evolving individual needs and is affected by numerous and changing organizational-level
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24 variables (Rainey, 2009). In public sector settings, job satisfaction is understood as a relative
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26 concept that reflects the congruence between prior individual values and needs and
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28 subsequent employment experiences (Perry & Wise, 1990). Within the public-sector domain,
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30 job satisfaction seems to be correlated with a large number of variables, including OCB and
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32 public service motivation (Cantarelli et al., 2016).
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36 In the existing public administration literature, scholars argue that individuals are drawn to
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38 public sector employment because it provides them with the opportunity to serve the public
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40 interest and pursue the common good (Steijn, 2008). Organizational research has shown that
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42 the structural properties of jobs could foster prosocial motivation, a concept which is closely
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44 related to PSM (Grant, 2007). Jobs that are capable of providing employees with
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46 opportunities to promote the welfare of others by serving the public mission, may satisfy and
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48 in turn motivate these individuals (Grant & Parker, 2009). For example, the extent to which a
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50 job impacts other people's lives, the task significance of the job, is one of the work
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52 characteristics that makes a job more satisfying for employees (Hackman & Oldham, 1976).
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54 When employees perceive a high degree of their job's impact, their job satisfaction will rise
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56 because they gain the opportunities to fulfill their high order needs such as the feeling of
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accomplishment (Hackman & Lawler, 1971; Humphrey et al., 2007). Needs fulfillment is also associated with job satisfaction if a person internalizes the value and importance of their job to its outcomes (Ryan & Deci, 2000). Public sector employees undertake their jobs because of an internal will which produces positive responses and feelings (Taylor, 2010). As a result, higher forms of motivation signal that a person’s inward needs have been met by their work, which suggests that they draw greater satisfaction from what they do (Breaugh et al., 2018). In other words, the fulfillment of public sector employees’ needs through actions which benefit others brings about a sense of satisfaction. If public sector employees draw satisfaction from the importance and meaningfulness of their job, they are motivated to perform better and contribute to the achievement of organizational goals (Vandenabeele, 2009).

In this regard, job satisfaction correlates with PSM through the way employees view their jobs and interpret their work experiences. Highly motivated public-sector employees, the individuals with a high desire for public interest, experience that their contribution towards the achievement of organizational goals is both meaningful and worthwhile (Brewer et al., 2000). The more satisfied they are, the better they will perform by putting more effort into supporting their agencies, demonstrating both “in role” and “extra role” behaviors (Chiu & Chen, 2005). In this fashion, enhanced job satisfaction resulting from the convergence of individual needs and work experiences may lead to an increase in the overall volume of employee responses, including helping behavior.

Following this line of thinking, job satisfaction can be seen as a moderator rather than as a mediator variable in the relationship between PSM and helping behavior. As a mediator, job satisfaction would have had the ability to account for the relationship between PSM and helping behavior (i.e. to explain why there is such a relation). Since PSM originates from the preexisting needs to serve the public interest that draw individuals to work in the public

sector, this option looks rather faint. That is, even if highly motivated public-sector employees do not perceive organizational goals as a means to fulfil their inner expectations, they will not stop providing valuable services because this is one of the main reasons they sought employment in public administration in the first place. In contrast, job satisfaction as a moderator has the potential to strengthen employee motivation and drive public sector employees to contribute more towards organizational goals by demonstrating both “in role” and “extra role” behaviors. Without empirical evidence, however, this is merely a plausible argument. To verify this speculation, the following hypothesis will be tested:

H3: Job satisfaction moderates the relationship between PSM and helping behavior in public sector employees.

The conceptual model of this study is presented in Figure 1.

[Insert Figure 1 around here]

Research methods

Data collection and sampling

The Greek Ministry of Culture was selected for this study as the cultural sector employees exhibit certain characteristics that are in line with the national modernization agenda (Greek Ministry of Finance, 2016). A great number of cultural sector employees have been recruited through transparent procedures and credible entrance competitions aimed at attracting individuals with high educational credentials, skills, and knowledge necessary for the more effective operation and management of national administration units. The Greek Ministry of Culture submits the fewest reports regarding suspicions of corruption, a fact that suggests that the ministry’s employees demonstrate elevated levels of public service ethos (Greek Secretariat General for Countering Corruption, 2014). We theorize that these characteristics represent individuals with the ability to be engaged in novel work practices and the wish to provide public service.

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The survey questionnaire was administered in early 2016 in printed and online forms to 1000 randomly selected public servants working for the Greek Ministry of Culture and belonging to central and regional units. The questions were back-translated to English to ensure that the Greek versions captured the same constructs as the original versions and are meaningful to the target group (ITC, 2005). Three hundred and twenty-two (322) civil servants responded, with a response rate of 32.2%. Most of the respondents were between 41 and 50 years of age (50.3%) and highly educated. Almost half of the respondents (46.9%) hold a postgraduate degree (Masters and PhD). Finally, the majority of the respondents work under a permanent contract with the Greek public sector (84.2%). Table 1 reports the means and the standard deviations of the sample characteristics.

The context of the study

The Greek public administration system is characterized by a fairly strong bureaucracy and legal formalism, a fragmented organizational structure and significant political interference (clientism) (Spanou, 2008). The bureaucratic nature of this system has resulted in a public administration system with an inefficient design (i.e., a maze-like structure) and poor execution of human resource management policies (e.g., employee recruitment and selection) (Bellou, 2007). The clientism of this system has resulted in a weak organization-employee fit and the accumulation of a considerable number of civil servants (Spanou, 1999). These characteristics have led to poor performance and to the partial inability of public services to meet citizens' expectations (Kufidu et al., 1995).

All of the ongoing efforts to remodel the Greek public administration through the implementation of novel practices and the introduction of new objectives can trigger employee reactions leading to the development of positive attitudes and behaviors (Davis & Stazyk, 2014). For example, the compulsory merger of state-operating units is a step towards the reduction of bureaucracy. This reduction will allow state employees to do their jobs more

effectively and, in a manner, that may be consistent with their perception of providing valuable public service (Moynihan, 2006). By contrast, organizational change has the potential to demotivate, dissociate and dissatisfy employees (Michel & Jehn, 2003). For instance, the use of external independent consultancy management to implement reforms is focused on performance criteria (e.g., the provision of quality service tested through benchmarks), and as such, it may require more effort from the employees (Spanou, 2008). These new and increased individual performance demands may introduce the perception of reduced professional support, while the extended employee responsibilities may imply a breach in mutual dedication and duty. Also, increased workloads and strong managerial pressure, may force employees to engage in involuntary extra-role behaviors or demonstrate negligent behavior (Vigoda-Gadot, 2006).

In the current research setting, the efforts to remodel public administration resemble a double-edged sword; they can either trigger forward-looking employee responses followed by enhanced performance or promote resistance to change, leading to poor overall outcomes through demotivation and dissatisfaction.

Measures

Helping behavior was measured with items developed by Podsakoff et al. (1990) and Smith et al. (1983). We used a 14-factor scale that is focused on helping individuals. Although other OCB scales exist in the literature (e.g., Graham et al., 1994; Van Dyne & LePine, 1998), the scale used here for measuring helping behavior is a better fit for the OCB framework of Organ (1988) that is referenced in this study. Furthermore, the scales by Podsakoff et al. (1990) and Smith et al. (1993) provide adequate levels of discriminant validity between Organ's OCB dimensions of helping behavior, sportsmanship, civic virtue, conscientiousness and courtesy and identifies them as discrete factors targeting individuals directly. The scale

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used in this study provided a reliability score of 0.81 when measured with Cronbach’s alpha; this indicates a sound internal consistency (George & Mallery, 2003) that is in line with the original scales.

PSM was measured with 7 items belonging to the original multidimensional scale developed by Perry (1996). These items identify three dimensions of public service motivation: commitment to the public interest, compassion, and self-sacrifice. It is not an uncommon practice to use reduced scales for measuring PSM, and empirical evidence suggests that the predictive capacities of different PSM measures (i.e., multimeasure/unidimensional) are of comparable utility (Kim, 2017). The first five items are consistent with the Merit Systems Protection Board (MSPB) survey of federal employees conducted in 1996 (Alonso & Lewis, 2001) that captured three of Perry’s PSM dimensions: commitment to public interest, compassion, and self-sacrifice. The MSPB mirrors the employee motives most closely associated with the altruistic nature of public sector values and was implemented later in various PSM studies (Kim 2006; Pandey, Wright & Moynihan 2008; Wright & Pandey, 2011). Perry’s measures of attraction to policy making were omitted because they represent motives of self-interest. The justification for the exclusion of these latter measures is supported by studies suggesting that they emphasize politics (i.e., self-interest) rather than policy making and therefore are both theoretically and empirically distinct from the other three primary dimensions (Alonso & Lewis, 2001; Ritz, 2011). The two additional items in our PSM measure reflect individuals’ desires to benefit others even at the expense of their own needs. These items are closely related to pro-social motivation and especially to helping and caring for others (Rioux & Penner, 2001). These items have been used by scholars studying employee motivation and performance in both the public and private sectors (Grant, 2008). The PSM scale used in this study provided a reliability score of 0.76 when measured with Cronbach’s alpha.

Organizational identification was measured using Mael and Ashforth's (1992) 6 factor scale, which is the most prevalent instrument for the assessment of the construct in the extant literature (Riketta 2005). The reliability of the organizational identification scale was measured with Cronbach's alpha and provided a score of 0.81.

For measuring job satisfaction, we used items belonging to the job satisfaction survey (JSS) scale developed by Spector (1985). The original 36-item scale is a nine-facet survey instrument specifically designed to assess employee attitudes in human service, public and non-profit sector organizations. The facets include pay, promotion, supervision, fringe benefits, operating procedures, nature of work, communication and coworkers. The development of the JSS was predicated on the theoretical position that job satisfaction represents an affective reaction to a job (Spector, 1985). Regardless of the exact causal mechanism, job attitudinal reactions arise from interactions leading to the satisfaction of particular job aspects. When work environments satisfy the needs of employees, they display higher levels of job satisfaction (Kristoff, 1996). In our theoretical framework, we postulate that the congruence between motivational values and work experiences is closely related to employee job satisfaction. To measure employee satisfaction, we reduced the original JSS scale items to the facets of operating procedures, nature of work, communication and coworkers. This alteration of the original scale seems appropriate for our sample since these remaining JSS scale facets correspond better to the job aspects that are important in the contextual setting of our research; they are useful for measuring whether Greek public-sector employees perceive that their jobs are meaningful and worthwhile and whether they feel accountable for the outcomes. For example, the reduced scale factor "I have too much to do at work" corresponds closely to employee satisfaction with the administrative operating procedures, while the omitted item "There are benefits we do not have which we should have" corresponds to satisfaction stemming from extrinsic self-interest rewards that is beyond

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the scope of this study. Overall, the JSS instrument is considered a very reliable measure for social services, and in comparison to other popular measures such as the Job Descriptive Index (Misener et al., 1996), it scores better in meeting the quality criteria of internal consistency and discriminant and content validity (Van Saane et al., 2003). The reliability of the job satisfaction scale used in this study was measured with Cronbach’s alpha and provided a score of 0.85.

Gender, age, education and job status were used as control variables, as they have been shown to affect the study constructs (Perry, 1996). The operationalization of the control variables is presented in Appendix 1.

The scale factors used in this study for measuring helping behavior, PSM, organizational identification and job satisfaction are presented in Appendix 2.

Table 1 provides the reliability estimates for all of the scales used.

Common method variance

To assess the extent to which common method variance (CMV) affects the data set, given that the cross-sectional design of the study is based on self-reports, a Harmon’s single-factor test was conducted as a post hoc test (Podsakoff et al., 2003). Although widely criticized, the Harman’s one-factor test can be efficient in detecting biasing levels of CMV after certain conditions are met (e.g., threshold of CMV and scores of scale reliabilities) (George & Pandey, 2017). The results of the unrotated solution, constrained to a single factor, indicated that a single factor accounted only for 25% of the variance. A second factor analysis was performed where the principal axis extraction method was used with varimax rotation, and all of the survey items were loaded in four factors corresponding successfully to the different study scales. In total, the factors explained 42.02% of the variance, and the factor loadings of the items to their respective factors exceeded 0.34 with an eigenvalue greater than 1.0 (Appendix 2). The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.82 and

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3 Bartlett's test of sphericity was highly significant ($p < 0.01$), which supports the factorability
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5 of the correlation matrix. Since the analysis results are in accordance with Fuller's criteria (as
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7 cited in George & Pandey, 2017), that is, the absence of a single factor accounting for the
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9 majority of the covariance and the survey scale reliabilities ranging from 0.70 – 0.85, this
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11 suggests that CMV should not excessively bias the analysis results.
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14 15 *Mediation analysis*

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17 The traditional causal steps approach (Baron & Kenny, 1986) was used for testing mediation.
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19 This method has been criticized mainly because failing to achieve significance on any one of
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21 the consecutive causal steps will lead to the rejection of the presence of possible indirect
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23 effects (Iacobucci et al., 2007). Single tests for mediation have been used in research to
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25 overcome the limitations of the causal steps approach (e.g., Sobel, 1982). While Sobel testing
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27 can predict indirect effects through a single test, it assumes a relatively large number of
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29 samples and a normally shaped sampling distribution of the indirect effect, an assumption
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31 that is often difficult to meet. The use of bias-corrected bootstrap confidence intervals can
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33 overcome the normality assumption of Sobel testing when evaluating potential mediating
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35 effects (Hayes, 2013). Bootstrapping is a non-parametric method that generates custom
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37 distributions around the survey data (resampling) and then tests for the significance of the
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39 results against these custom-made distributions (Preacher & Hayes, 2008). Bootstrapping is a
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41 powerful single step method for testing indirect effects because bias-corrected confidence
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43 intervals have been shown to have the highest level of statistical power among mediation
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45 criteria (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). As such, following the
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47 initial evaluation of mediation according to Baron and Kenny, bias-corrected confidence
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49 intervals of the mediation coefficient and standard errors were produced in our study based
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51 on 5,000 bootstrap resamplings of our data. The criteria for the acceptance or rejection of the
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53 mediation hypothesis of this study are provided by the results of this methodology.
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Results

Descriptive Statistics

Table 1 shows the descriptive statistics and zero order correlations among the study variables. HB and PSM were found to be high among Greek civil servants ($M = 4.23$ and $M = 4.01$ respectively). HB was found to have a significantly positive relationship with PSM ($r = 0.56$, $p < 0.01$). OID was moderately correlated to OCB ($r = 0.35$, $p < 0.01$), while job satisfaction was weakly correlated to HB ($r = 0.15$, $p < 0.01$). The correlation between OID and PSM was also moderate ($r = 0.31$, $p < 0.01$).

[Insert Table 1 around here]

Hypothesis testing

Following Baron and Kenny’s (1986) guidelines for establishing mediation, we conducted a stepwise regression analysis in order to test the mediated effect of OID on the relationship between PSM and HB as depicted in the research hypotheses. Step 1 of the mediation model showed that PSM was a significant predictor of HB ($b = 0.56$, $p < 0.01$), accounting for 31% of the variance. Step 2 showed that the effect of PSM on HB was reduced due to the presence of OID in the model but still remained significant ($b = 0.49$, $p < 0.01$). The two variables explained 35% of the variance in HB, while OID increased the variance explained by PSM by 4%. The effect of PSM on OID was also found to be significant ($b = 0.31$, $p < 0.01$). An additional Sobel test was conducted to verify the statistical significance of the indirect pathway between PSM and HB via OID, which was found to be significantly different from zero (Sobel test = 4.20, $p < 0.01$). The measure for the indirect effect was further tested after the regression model with the use of a bootstrap estimation approach with 5000 samples (Preacher & Hayes, 2008). These results indicated that the indirect coefficient was significant ($b = 0.07$, $SE = 0.33$, 95% $CI = 1.393, 2.328$) and that the bias corrected confidence interval

of OID does not contain zero, suggesting that OID partially mediates the relationship between PSM and HB. Table 2 portrays the regression test results.

[Insert Table 2 around here]

The moderating effect of job satisfaction was tested with hierarchical multiple regression analysis. The control variables were entered initially followed by PSM in the second step. Job satisfaction and the interaction effect were entered in steps three and four respectively (Aiken & West, 1991). The means of PSM and job satisfaction were centered to avoid multicollinearity. Table 3 shows that the relationship between PSM and HB was positive and significant ($b = 0.56, p < 0.01$) and that job satisfaction and HB were also positively and significantly related ($b = 0.15, p < 0.01$).

[Insert Table 3 around here]

The interaction term PSM x Job satisfaction displayed a positive and significant coefficient ($b = 0.48, p < 0.01$). The relationship between PSM and HB was tested at high (one SD above the mean) and low (one SD below the mean) values of job satisfaction (Preacher et al., 2006). By testing via a simple slopes analysis, it was shown that HB increased when job satisfaction was high (simple slope = $0.60, p < 0.01$) compared to when it was low (simple slope = $0.48, p < 0.01$). This moderating effect is displayed in Figure 2.

[Insert Figure 2 around here]

Overall, the results suggest that hypotheses 1, 2 and 3 are fully supported. The incremental variance of 1% up to 4% (Tables 2 & 3) explained by the interaction terms in the hypotheses is in accordance with the field literature, which suggests that interactions in the social sciences typically account for 1-3% of the total variance (Chaplin, 1991).

The findings of this study's conceptual model are presented in Figure 3.

[Insert Figure 3 around here]

Discussion

Theoretical implications

The aim of this study was to investigate the relationship between PSM and helping behaviour through the varying degrees of interdependence with organizational identification and job satisfaction against the background of public administration change. Our findings support each of the study's hypotheses. The results report that helping behavior and PSM are high among civil servants ($M = 4.23$ and $M = 4.01$ respectively). Results from the regression analysis support H1, suggesting that PSM is a significant predictor of helping behavior ($b = 0.56, p < 0.01$). H2 was also confirmed as it was shown that OID partially mediates the relationship between PSM and helping behavior, by explaining an additional 4% variance of the effect of PSM on helping behavior. Finally, hierarchical multiple regression analysis ($b = 0.48, p < 0.01$) and simple slopes analysis showed that job satisfaction moderates the relationship between PSM and helping behavior, confirming H3.

Our findings show that civil servants exhibit high levels of helping behavior in the current setting. Also, public sector employees who demonstrate high public service motivation are more likely to be associated with higher engagement in helping behavior affecting this way the overall organizational performance in contemporary public administration. Several researchers have demonstrated that helping behavior in the public sector is extremely useful because it contributes to the improvement of public service and to the encouragement of individual performance, enabling the organization to adapt and adjust more effectively to the demands of a dynamically changing work environment (Vigoda-Gadot & Beerli, 2012; Davis & Stazyk, 2014).

Early research efforts on OCB have focused primarily on employee attitudes and dispositions as antecedents of extra-role behaviors (Bateman & Organ, 1983). In the breadth of OCB literature, PSM has been investigated as one of the attitudes leading to helping behavior in

public and private settings, and several studies have established the relationship between the two constructs (Padney et al., 2008). The current research model of the association between HB and PSM in the public sector distinguishes itself from the existing literature by introducing the interactive effects of organizational identification and job satisfaction on this relationship, thereby extending the OCB scholarship.

Both organizational identification and job satisfaction have already been researched as predictors of helping behavior in public administration. Meta-analytical evidence suggests that employees' identification with their organizations is ambivalently related to extra-role behaviors (Riketta, 2005). The relationship between job satisfaction and OCBs is well established in the literature, but due to its reciprocal nature, directional causality remains uncertain (Podsakoff et al., 1993). The current research overcomes these issues by presenting OID and job satisfaction as interactive effects. Building upon the social identity theory and the assumption that public servants' motivation for engaging in OCBs streams from prosocial values, needs and organizational concerns (Rioux & Penner, 2001), we have found that organizational identification mediates and job satisfaction moderates the predictive role of PSM on helping behavior.

Our theoretical contribution is that organizational identification may intervene in the relationship between public service motivation and HB. Our research shows that when public-sector employees are highly motivated towards a public ethos, they are more likely to identify with their organization. This heightened sense of oneness with the public administration will in turn drive these employees to engage in extra-role behaviors and be "good soldiers". In this sense, organizational identification in public organizations connects motivation to helping behavior by highly identifying with public administration's goals, policies and objectives.

We also contribute to OCB research by linking motivation with helping behavior through job satisfaction. The last was found to significantly affect the magnitude of the effect of public service motivation onto OCBs. In our research, we approached job satisfaction as a function of employees' desires, needs and expectations. This assumption is intensified in the public sector as a positive outcome of the fact that a civil servant's desire to help others and contribute to society is fulfilled through job experiences. Our findings suggest that motivated public-sector employees, who are satisfied with their jobs, are more likely to engage in helping behavior. In this way, job satisfaction in public organizations connects motivation to helping behavior by highly valuing and appraising the organizational goals.

These findings are important for contemporary public administration management. As modern public administration adjusts under the pressures to address complex environments, employee motives may fluctuate (Grant, 2008), and organizational identities may be revised (Gioia et al., 2000). An effective means of fostering positive employee behaviors and attitudes, reinforce common identities (between the self and the organization), and stimulate individual motives is to cultivate strength in the belief that both the organization and the employees share common core values regarding the importance of the services they seek to deliver (Rayner et al., 2012).

Finally, our study suggests that future research on OCBs can be further benefited by examining them through the lens of mediation and moderation effects as the relationships between OCBs and their antecedents, correlates, and outcomes are demonstrated to be important, intricate and diversified (Podsakoff et al., 2009).

Practical implications

This study carries some implications for public sector management.

Public sector managers should realize that a wide range of employee attitudes and behaviors do exist in public administration. Having employees who demonstrate high levels of public

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3 service motivation and who are also strongly identified with their organization is important to
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5 enhancing helping behavior in government organizations. Public administration managers
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7 need to recognize that public sector employment must provide an opportunity for employees
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9 to satisfy their public service motives and their inner needs (Houston, 2005). In a
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11 contemporary changing work environment, government organizations need to build a public
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13 service culture by interpreting the broad public service mission and goals into clear, specific
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15 and meaningful work expectations that can be aligned with employee values. For example,
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17 reforms such as the efforts to curtail bureaucratic red tape should be communicated as critical
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19 organizational goals since they are responsible for improving organizational efficiency and
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21 public service and can foster higher levels of PSM among employees (Moynihan, 2006).
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23 Managers should also consider the possibility of designing specific interventions in order to
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25 enhance PSM (Wright & Grant 2010). Placing public sector employees in direct contact with
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27 the citizens through rotation programs would bring them closer to the recipients of their
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29 services. Provided the importance of improving public service, the meaningful impact of their
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31 work will be highlighted along with the opportunities to express their existing levels of PSM.
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33 Government organizations need to use PSM as a future selection criterion for entry into
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35 public service employment through employment interviews and tests to assess whether the
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37 applicant's values align with organization's practices (Perry & Hondeghem 2008).
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39 A strong bond between employee identities and their organization is also related to attitudinal
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41 and behavioral outcomes in contemporary public administration. Organizational
42
43 identification can be further strengthened with the provision of socialization opportunities for
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45 civil servants to learn about new organizational objectives. Organizational socialization is a
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47 dynamic adjustment process where the employee assumes a role that fits both organizational
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49 and individual needs (Perry & Hondeghem, 2008). In the current setting, managers should
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51 promote organizational socialization by articulating the overlap between the agency's goals
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and the employees’ personal goals, as this may help employees to internalize the goals and objectives of their organizations, be encouraged to see their job as more meaningful and eventually, be engaged in helping behavior (Paarlberg & Lavigna, 2010). For example, professional development through appropriate orientation, education and training programs specially designed to introduce the mission and objectives of public administration and aimed at helping employees adapt to novel work practices (Giauque et al., 2013); the introduction of career counselling procedures to enhance employee attitudes and promote extra-role functioning in the face of growing work related demands (Lavy & Littman-Ovadia, 2016); and the development of training programs designed to improve relationships among co-workers (Hayton et al., 2012) are all options to further promote organizational socialization, cultivate public service values, elevate motivations, strengthen organizational identification, and, finally, foster OCBs.

Limitations and future directions

The collection of data in the Greek context may potentially limit the ability to extrapolate these findings to other areas. Although this study uses findings from research conducted in other national contexts, such as the USA, England, China and Korea, and despite the fact that the overall Greek organizational environment (both public and private) blends Western and Eastern values, additional research is needed before the ability to extrapolate the present study results to other areas can be fully determined (Epitropaki, 2013).

The respondents of this research belong to and work for the Greek Ministry of Culture and as such, are likely to have similar attitudes and behaviors that may limit the results and exclude a multilevel approach to the findings. To eliminate correlated method variance as an explanation for the results, further research needs to be conducted in which the HB and PSM dimensions are rated by using different sources and/or methods. We believe that although a multilevel approach may not have been possible in this study, our findings still throw light on

our understanding of the relationship between public service motivation and helping behavior in public sector settings in both theoretical and practical terms and are therefore of use for advancing existing knowledge in the study constructs.

The data used to estimate the structural model (Figure 1) are cross-sectional. The next step should be to test the relationships between OCBs and work-related variables in the public sector through longitudinal studies. Other types of research design, such as diverse data sources within time lagged design, will more rigidly demonstrate the causal relationships among the study variables and explore whether they persist across the timespan of reforms and organizational changes in public administration. Future research should also examine the order and causal direction and sequence (reverse effects) between the studies' constructs because the complexity of their associations calls for such an investigation (Podsakoff et al., 2000).

The measures used in this research to investigate the study concepts are self-reported. Combined with the modest size of respondents, these measures can be considered potential limitations because they can result in false construct relationships due to common-method bias. Nevertheless, the threat of an inherent bias in this research is reduced because the results empirically demonstrate that the study constructs are distinct by representing more than one factor.

The sample was drawn from a single entity belonging to the Greek public organizational structure. It is ambiguous whether the present study's findings can be extrapolated to other populations in different public-sector settings. The specific sample was used because the respondents exhibit certain characteristics that are in line with the Greek National Reforms Programme (2016). Future research should broaden the present findings by including employees of other civil service authorities.

Conclusion

The objective of this study was to investigate the relationships between the constructs of helping behavior, public service motivation, organizational identification and job satisfaction in contemporary public administration. Our findings suggest that public-sector employees showed high levels of helping behavior, which is amplified by their commitment to the ideal of public service. The more these motivated employees identify with their organizations, the greater their engagement in extra-role behaviors. The desire and need to enhance the organization’s deliverables bring about job satisfaction that strengthens their levels of public service motivation and drives them to be “good soldiers”. These findings are not redundant and may well lead to a better understanding of why employees behave as they do in contemporary public settings. Failure to recognize the value of helping behavior may well endanger the goal of improving public administration performance.

Appendix 1

[Insert Appendix 1 around here]

Appendix 2

[Insert Appendix 2 around here]

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Table 1. Means, standard deviations, reliability estimates and correlations among study variables.

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1. HB	4.23	0.51	(0.81)							
2. PSM	4.01	0.60	0.56**	(0.76)						
3. OID	3.16	0.85	0.35**	0.31**	(0.81)					
4. Job Satisfaction	3.12	0.62	0.15*	0.10	0.06	(0.85)				
5. Gender	0.27	0.44	-0.09	0.07	0.01	0.01	-			
6. Age	2.88	0.72	-0.07	0.15*	0.23*	0.14*	0.05	-		
7. Education	4.27	1.24	-0.03	0.04	0.16*	0.15**	0.09	-0.09	-	
8. Job status	0.84	0.36	0.34*	0.01	0.08	0.07	0.04	-0.10*	0.09	-

Note: Values in parentheses are internal consistency reliability estimates.
*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Table 2. Regression tests for mediation.

Variables	OID	HB	
		Step 1 ^a	Step 2 ^b
<i>Independent Variable</i>			
PSM	0.31**	0.56**	0.49**
<i>Mediator</i>			
OID	-	-	0.22**
<i>Control Variables</i>			
Gender	0.02	-0.06	-0.06
Age	0.10	-0.03	-0.05
Education	-0.12	-0.01	0.02
Job status	0.20	0.05	0.01
R^2	0.10**	0.31**	0.35**
ΔR^2			0.04**

Note. Tabled values are standardized regression weights.

^a $F(1, 320) = 142.9, p < 0.01$, ^b $F(1, 320) = 34.43, p < 0.01$.

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Table 3. Regression tests for moderation.

	HB			
	Step1 ^a	Step 2 ^b	Step 3 ^c	Step 4 ^d
<i>Independent Variable</i>				
PSM		0.56**	0.54**	0.27**
<i>Moderator</i>				
Job satisfaction			0.15**	0.21**
<i>Interaction Effect</i>				
PSM x Job satisfaction				0.48**
<i>Control Variables</i>				
Gender	0.06	0.05	0.05	0.05
Age	0.04	0.04	0.04	0.04
Education	0.02	0.02	0.02	0.02
Job status	0.08	0.07	0.07	0.07
R ²	0.21	0.31	0.33*	0.34*
ΔR ²		0.10	0.02	0.01

Note. Tabled values are standardized regression weights.
^aF (4, 317) = 1.7, *p* < 0.01, ^bF (5, 316) = 29, *p* < 0.01, ^cF (6,315) = 26.6, *p* < 0.01, ^dF (7,314) = 23, *p* < 0.01.
****p* < 0.001, ***p* < 0.01, * *p* < 0.05.

Figure 1. Hypothesized model of this study.

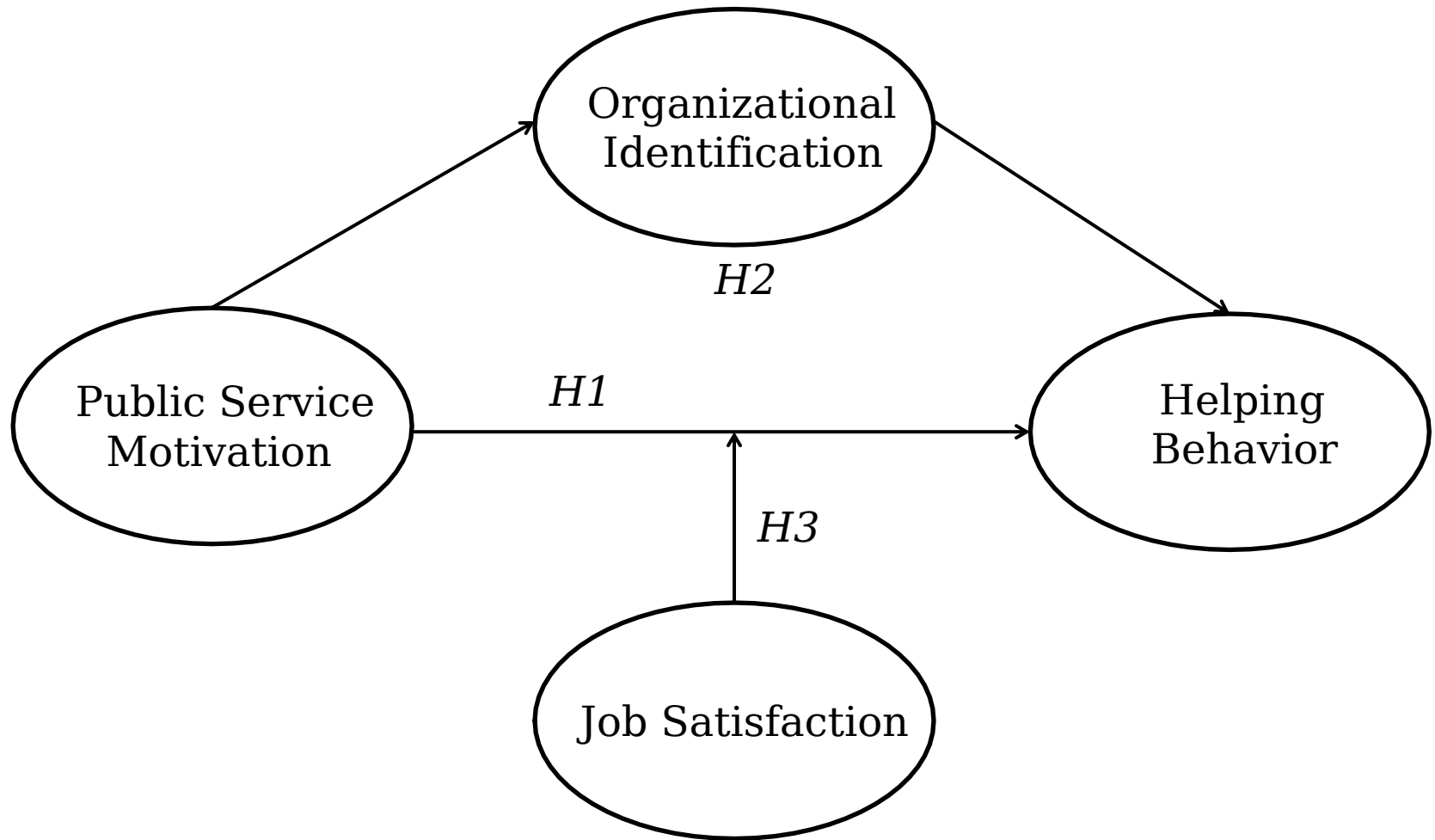


Figure 2. Regression slopes for HB.

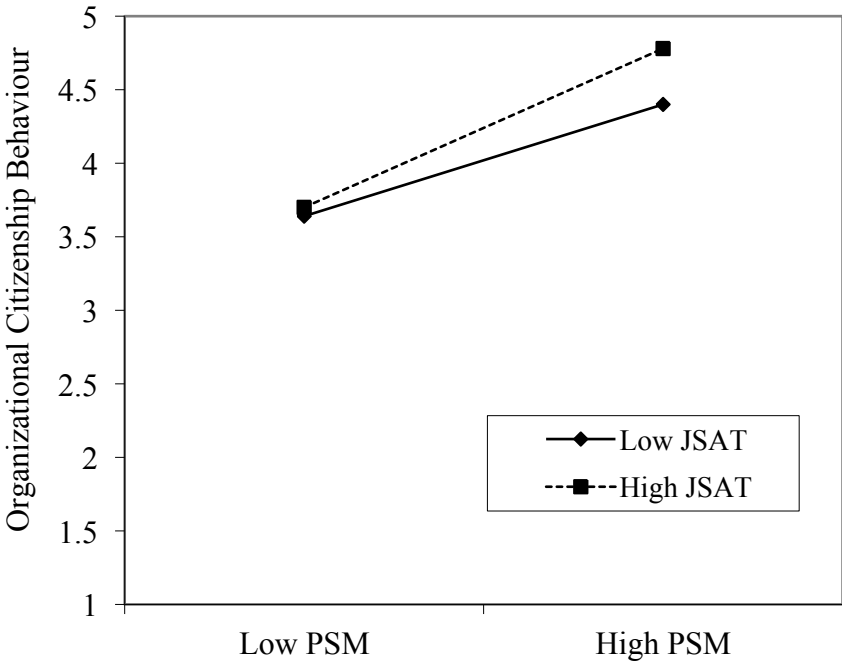
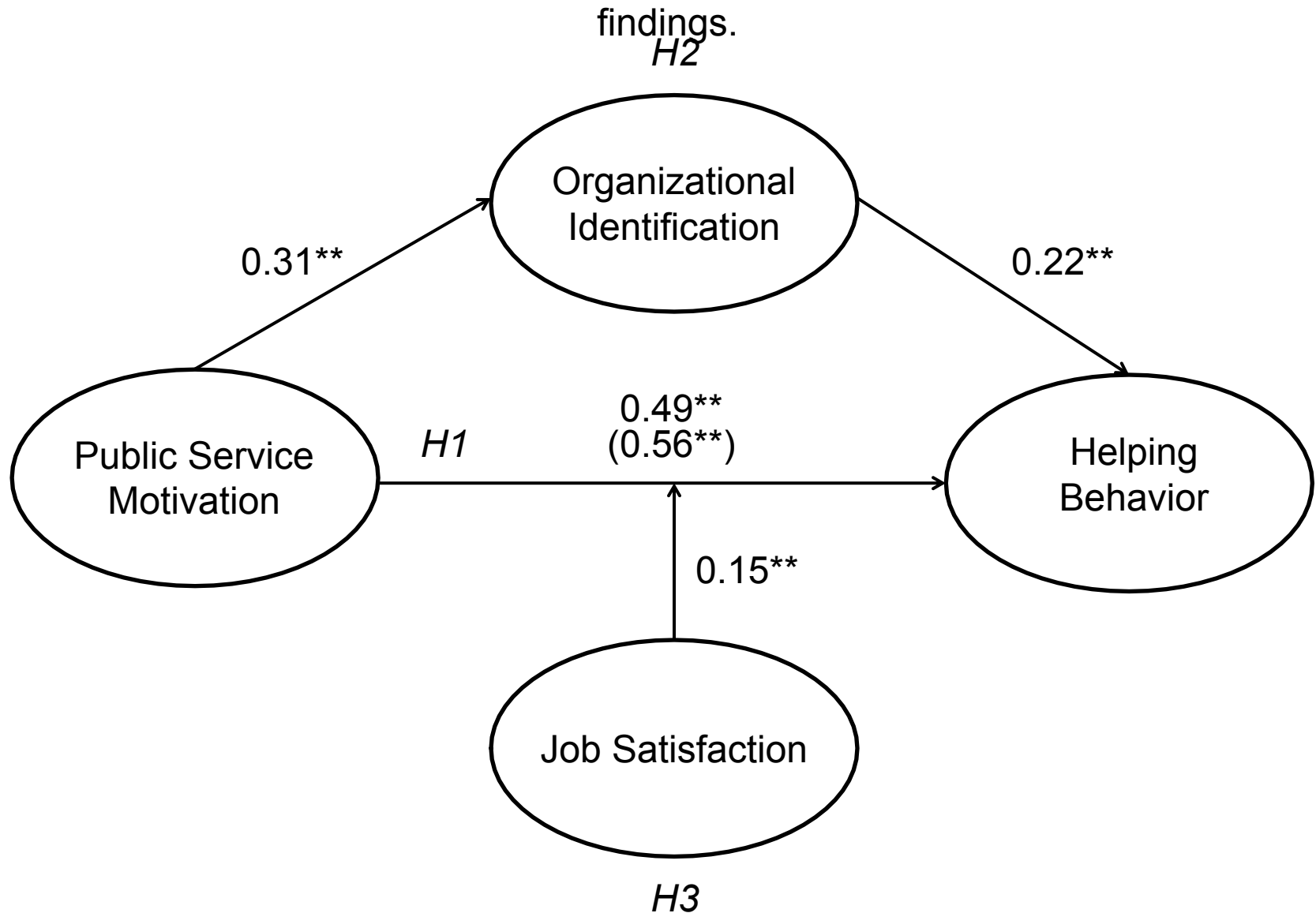


Figure 3. Research model estimation



***p < 0.001, **p < 0.01, *p < 0.05.

URL: <https://mc.manuscriptcentral.com/ppmr> E-mail: jw1024@scarletmail.rutgers.edu

Appendix 1. Control variables and their operationalization.

<i>Control variables</i>	<i>Type^a</i>	<i>Operational Definition</i>
Gender	B/D	1 = Male, 0=Female
Age of employee	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	O/D	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)
Job status	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

Notes: ^aBinary (B); Ordinal (O); Discrete (D).

Appendix 2. Research items and their Factor loadings.

Scale and item	F1	F2	F3	F4
<i>Helping Behavior</i>				
I adapt my time schedule to help other co-workers	0.67			
I try hard to help others so they can become integrated	0.63			
I keep up actively with developments of my organization	0.62			
I generally take time to listen to co-workers' problems	0.61			
I take a personal interest in the well-being of employees	0.61			
I pass on work-related information to co-workers	0.58			
I generally help others who have heavy workloads	0.57			
I sometimes take extended work breaks (r) ^a	0.57			
Help each other out if someone falls behind in his/her work	0.56			
Willingly share my expertise with other members of the crew	0.55			
I try to act like peacemaker in disagreements	0.54			
I take steps to prevent problems with other crew members	0.53			
Encourage each other when someone is down	0.50			
Provide constructive suggestions for effectiveness improvement	0.40			
<i>Public Service Motivation</i>				
I consider public service my civic duty		0.63		
It is important to me to unselfishly contribute to my community		0.58		
Making a difference in society means more to me		0.53		
I am not afraid to go to battle for the rights of others		0.53		
I am prepared to make sacrifices for the good of society		0.51		
I am often reminded by daily events on how dependent we are on each other		0.50		
Public employees do what is best for the whole community		0.50		
<i>Organizational Identification</i>				
When I talk about this organization I usually say 'we' rather than 'they'			0.77	
When someone criticizes this organization it feels like a personal insult			0.76	
I am very interested in what others think about my organization			0.75	
This organization's successes are my successes			0.60	
When someone praises this organization it feels like a personal compliment			0.59	
I feel a sense of ownership for this organization			0.52	
<i>Job Satisfaction</i>				
I like doing the things I do at work				0.70
My job is enjoyable				0.68
I feel a sense of pride in doing my job.				0.56
I sometimes feel my job is meaningless (r)				0.55
I enjoy my coworkers				0.55
The goals of this organization are not clear to me (r)				0.52
My efforts to do a good job are seldom blocked by red tape (r)				0.51
I have too much paperwork (r)				0.50
I have too much to do at work				0.50
Many of our rules and procedures make doing a good job difficult (r)				0.48
I have too much to do at work (r)				0.47
I have to work harder because of the incompetence of my coworkers (r)				0.43
Work assignments are not fully explained (r)				0.42

Notes: ^a Reversed, Loadings that were lower than .34 are not shown.

Dear Dr. Pandey,

I sincerely thank you again for offering us a forth opportunity to revise and resubmit our manuscript. We followed your suggestions and addressed the concerns raised by Reviewer 1. We went through a major revision, hoping that this version of our manuscript could be of acceptable quality for publication to Public Performance & Management Review journal.

Yours sincerely,
Authors

Reviewer: 1

Comments to the Author

This is now the third time I have reviewed this manuscript. In this round, significant attempts were made to revise the manuscript based on comments made in previous rounds (particularly my own). The detailed, interesting, but ultimately out of place discussion of the Greek public sector has been reduced, as has the discussion of the role of organizational change in regards to the model. I appreciate the effort that has been spent on this revision.

Reply

We are again thankful to Reviewer 1 for their will and effort to review our manuscript for the third time and we are very sorry that we failed to meet their concerns and expectations. We worked really hard on this revision, we made some important changes and we do hope that in this fourth round we have addressed all of the remaining issues.

Status of 'change' in the manuscript

In both previous reviews of this manuscript, I explained in detail why I believe the concept of change has no place in either the literature review or the hypotheses. In the most recent round of revision, discussions of change were indeed reduced, however, in my opinion, the purge was not thorough enough.

Reply

We agree with this comment and we are very sorry that we failed to purge organizational change in a proper way. Reading your comments after the 3rd revision of the manuscript we realize that the discussion on reforms still occupies too much space and is indeed out of the context. What we did in this 4th revision is that we substantially reduced the reference to organizational change and placed it properly as the background and setting of our research as you suggested.

For instance, we read on page 10 how organizational identification has a complex relationship with organizational change. We also read that "highly motivated employees will identify more with organizational goals amidst organizational change" (page 11). What is the relevance of these passages? On reading this, an expectation for a test of the moderating effect of change on the relationship between OI and OCB is encouraged. This hypothesis is not, of course, tested in the study.

The concept of organizational change also persists in every hypothesis. For instance, H2:

"The indirect effect of PSM on OCB via organizational identification should be stronger if the public sector employees' organizational identification is higher during organizational change."

Not only does this addition make the sentence very difficult to understand, it is also irrelevant to the later empirical analysis, which lacks a variable accounting for organizational change. (Actually, the hypotheses are all stated in a quite convoluted way. An alternative, more straight-forward wording of H2 would be: Organizational identification mediates the relationship between PSM and citizenship behavior).

Reply

Again, we agree that there is no relevance of the passages mentioned above and that an expectation for a test of the moderating effect of change on the relationship between OI and helping behavior is indeed encouraged. The whole paragraph and the hypothesis is now revised in a proper way:

"These findings are important for our research setting. We can hypothesize that highly motivated public-sector employees may experience organizational interests as self-interests. The merging of the self and the public administration identity also means that the co-workers (i.e., the other members of the organization) play a significant role in defining the self-identity (Van Knippenberg & Ellemers, 2003). Thus, highly motivated employees will identify more with organizational goals, which in turn will drive them to be engaged in helping behavior. This reasoning leads to the second research hypothesis:

H2: Organizational identification mediates the relationship between PSM and OCB in public sector employees. "

The manuscript would benefit significantly if all discussion of organizational change in the literature review were isolated to the section on page 14 called "the context of the study." This is the appropriate section to discuss organizational change in the Greek public sector, as specifically this section is about (or, at least, should be) contingencies related to the context of the study that may affect or bias the empirical analysis in some way. That, allegedly, the Greek public sector was experiencing a time of change when the data was collected is a contingency rather than the main theme of the story.

Context of the study, page 14: I think this section should be moved to after the "data collection and sampling" section.

REPLY

Following the advice of the reviewer, we isolated the discussion of organizational change in the section called "The context of the study" and we moved this section after the "Data collection and sampling section"

Now the introduction portrays the essentials of the background study and it reads:

"Public services in Europe have been subject to organizational change during the past two decades in order to enhance competitiveness in a dynamically changing global work environment (Curry et al., 2016). These change initiatives are primarily rooted in the New Public Management (NPM) movement and strive to introduce a market-like orientation with greater governmental flexibility and responsiveness (Pollitt & Dan, 2011). The outcomes of these endeavors present a high degree of variation on performance improvement, which depends primarily on contextual factors, such as structural (e.g., downsizing) and operational changes (e.g., administrative culture) (Pollitt & Dan, 2013). The Greek public sector is no exception, and reforms to public services have been a priority for every government in recent decades (Greek Ministry of Finance, 2014). Since organizational effectiveness depends heavily upon human capital and assets (Lepak & Snell, 1999), it is the public-sector employees who assume the leading role in meeting all these novel organizational goals in contemporary public organizations (Pollitt & Bouckaert, 2011)."

The moderating role of job satisfaction

There is virtually no argument presented in the manuscript for the moderating hypothesis. Where, exactly, are the reasons stated for the position that satisfaction moderates the relationship between PSM and citizenship behavior? 1 paragraph is spend discussing the probable link between PSM and job satisfaction. Then, on page 12 the manuscript states that "following this line of thinking..." going on to claim that the previous paragraph somehow justifies job satisfaction being treated as a moderator.

However, what comes next does not logically follow from what preceeded it.

The only other reference to the actual relationship under discussion is the sentence "...job satisfaction as a moderator has the potential to strengthen employee work motivation to contribute more of what is expected from their formal work roles." What, exactly, does this sentence mean? Removing the clause "as a moderator," the statement reads "job satisfaction...has the potential to strengthen employee work motivation" - in other words, job satisfaction is an antecedent rather than moderator of motivation, which is not what the mauscript intends to argue.

As far as I can see, this is the complete extent of the theoretical evidence provided for the moderating hypothesis. I don't find this satisfying.

REPLY

This section was indeed poorly written and we are sorry for the frustration and dissatisfaction caused to the reviewer by our articulation. We do believe that the theory behind our line of thought was always there, but we communicated it in an inadequate way. We revised the whole section very carefully trying to properly express how we came to this hypothesis. We do hope that in this revision, this section presents more clearly what we intended to argue:

"The moderating role of job satisfaction

The large number of studies on job satisfaction suggests that it is one of the most extensively studied variables in organizational literature (Cantarelli et al., 2016). Researchers converge on the fact that job satisfaction is a multifaceted construct related to the fulfilment of various and evolving individual needs and is affected by numerous and changing organizational-level variables (Rainey, 2009). In public sector settings, job satisfaction is understood as a relative concept that reflects the congruence between prior individual values and subsequent employment experiences (Perry & Wise, 1990). Within the public-sector domain, job satisfaction seems to be correlated with a large number of variables, including OCB and public service motivation (Cantarelli et al., 2016).

In the existing public administration literature, scholars argue that individuals are drawn to public sector employment because it provides them with the opportunity to serve the public interest and pursue the common good (Steijn, 2008). Organizational research has shown that the structural properties of jobs could foster prosocial motivation, a concept which is closely related to PSM (Grant, 2007). Jobs that are capable of providing employees with opportunities to promote the welfare of others by serving the public mission, may satisfy and in turn motivate these individuals (Grant & Parker, 2009). For example, the extent to which a job impacts other people's lives, the task significance of the job, is one of the work characteristics that makes a job more satisfying for employees (Hackman & Oldham, 1976). When employees perceive a high degree of their job's impact, their job satisfaction will rise because they gain the opportunities to fulfill their high order needs such as the feeling of accomplishment (Hackman & Lawler, 1971; Humphrey et al., 2007). Needs fulfillment is also associated with job satisfaction if a person internalizes the value and importance of their job to its outcomes (Ryan & Deci, 2000). Public sector employees undertake their jobs because of an internal will which produces positive responses and feelings (Taylor, 2010). As a result, higher forms of motivation signal that a person's inward needs have been met by their work, which suggests that they draw greater satisfaction from what they do (Breaugh et al., 2017). In other words, the fulfillment of public sector employees' needs through actions which benefit others brings about a sense of satisfaction. If public sector employees draw satisfaction from the

importance and meaningfulness of their job, they are motivated to perform better and contribute to the achievement of organizational goals (Vandenabeele, 2009).

In this regard, job satisfaction correlates with PSM through the way employees view their jobs and interpret their work experiences. Highly motivated public-sector employees, the individuals with a high desire for public interest, experience that their contribution towards the achievement of organizational goals is both meaningful and worthwhile (Brewer et al., 2000). The more satisfied they are, the better they will perform by putting more effort into supporting their agencies, demonstrating both "in role" and "extra role" behaviors (Chiu & Chen, 2005). In this fashion, enhanced job satisfaction resulting from the convergence of individual needs and work experiences may lead to an increase in the overall volume of employee responses, including helping behaviors. Following this line of thinking, job satisfaction can be seen as a moderator rather than as a mediator variable in the relationship between PSM and helping behavior. As a mediator, job satisfaction would have had the ability to account for the relationship between PSM and helping behavior (i.e. to explain why there is such a relation). Since PSM originates from the preexisting needs to serve the public interest that draw individuals to work in the public sector, this option looks rather faint. That is, even if highly motivated public-sector employees do not perceive organizational goals as a means to fulfil their inner expectations, they will not stop providing valuable services because this is one of the main reasons they sought employment in public administration in the first place. In contrast, job satisfaction as a moderator has the potential to strengthen employee motivation and drive public sector employees to contribute more towards organizational goals by demonstrating both "in role" and "extra role" behaviors. Without empirical evidence, however, this is merely a plausible argument. To verify this speculation, the following hypothesis will be tested:

H3: Job satisfaction moderates the relationship between PSM and OCB in public sector employees."

Methodology

1. Table 2: Because job satisfaction is ultimately hypothesized to be a component of the full model, it needs to be included in all models displayed in table 2. In other words, because the effect of PSM on citizenship behavior is, as the authors argue, in part a function of job satisfaction, this effect should not be estimated independently of job satisfaction.

2. Table 3: Organizational identification needs to be included in every model of citizenship behavior. As the authors argue, identification is an antecedent of citizenship behavior, and, therefore, other effects, such as that of PSM, cannot be tested in its absence. Organizational identification needs to be included in every model, and all figures need to be redrawn with that factor included.

REPLY

The correlations between the study variables are presented thoroughly in Table 1.

We suggest that the reader can actually be informed of how the variables are related and we presented these relationships in the Descriptive Statistics section:

"Table 1 shows the descriptive statistics and zero order correlations among the study variables. HB and PSM were found to be high among Greek civil servants ($M = 4.23$ and $M = 4.01$ respectively). HB was found to have a significantly positive relationship with PSM ($r = 0.56$, $p < 0.01$). OID was moderately correlated to OCB ($r = 0.35$, $p < 0.01$), while job satisfaction was weakly correlated to HB ($r = 0.15$, $p < 0.01$). The correlation between OID and PSM was also moderate ($r = 0.31$, $p < 0.01$)."

Because we are looking for specific interactions, we wish to highlight the relationships between the variables under investigation in Tables 2 and 3.

3. Page 20: The Baron and Kenny method for testing mediation has long since been rejected in favor of structural equation modeling, which has a many benefits compared to the traditional method. A good deal of methods literature, in fact, now explicitly recommends *against* the traditional method that the authors have used. While it is perhaps late at this stage to use SEM (but, on the other hand, why not?), I think that the method section needs

to at least provide a strong defense for choosing the Baron and Kenny method even when the contemporary methods literature somewhat strongly rejects this approach.

REPLY

We agree with this comment and we added a whole section entitled “Mediation analysis” after “Common method variance” to defend our choice:

“Mediation analysis

The traditional causal steps approach (Baron & Kenny, 1986) was used for testing mediation. This method has been criticized mainly because failing to achieve significance on any one of the consecutive causal steps will lead to the rejection of the presence of possible indirect effects (Iacobucci et al., 2007). Single tests for mediation have been used in research to overcome the limitations of the causal steps approach (e.g., Sobel, 1982). While Sobel testing can predict indirect effects through a single test, it assumes a relatively large number of samples and a normally shaped sampling distribution of the indirect effect, an assumption that is often difficult to meet. The use of bias-corrected bootstrap confidence intervals can overcome the normality assumption of Sobel testing when evaluating potential mediating effects (Hayes, 2013). Bootstrapping is a non-parametric method that generates custom distributions around the survey data (resampling) and then tests for the significance of the results against these custom-made distributions (Preacher & Hayes, 2008). Bootstrapping is a powerful single step method for testing indirect effects because bias-corrected confidence intervals have been shown to have the highest level of statistical power among mediation criteria (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). As such, following the initial evaluation of mediation according to Baron and Kenny, bias-corrected confidence intervals of the mediation coefficient and standard errors were produced in our study based on 5,000 bootstrap resamplings of our data. The criteria for the acceptance or rejection of the mediation hypothesis of this study are provided by the results of this methodology.”

4. Page 21: I think the authors could say more about the centering of the interaction effect. In fact, the interaction effect itself should *not* be centered (as the text implies to me). Rather, the two variables of which it is a product--namely, in this case, PSM and job satisfaction--should be centered *prior* to creating the interaction effect. Is this what the authors have done? This needs to be clarified.

REPLY

This indeed slipped our attention when writing the manuscript already in the beginning.

Now it is clarified accordingly:

“The moderating effect of job satisfaction was tested with hierarchical multiple regression analysis. The control variables were entered initially followed by PSM in the second step. Job satisfaction and the interaction effect (Aiken & West, 1991) were entered in steps three and four respectively. The means of PSM and job satisfaction were centered to avoid multicollinearity. Table 3 shows that the relationship between PSM and OCB was positive and significant ($b = 0.56$, $p < 0.01$) and that job satisfaction and OCB were also positively and significantly related ($b = 0.15$, $p < 0.01$).”

Smaller things

Title: from motivation to helping behavior in *the* contemporary Greek public sector

Also, should it not be rather "helping behavior" with no 's'?

Also, it might be a good idea to include PSM in the title, given that its the basis of the model and currently has a general appeal among PA scholars

REPLY

I personally found this comment extremely insightful. After working on the manuscript for so long I do agree that there is an actual benefit in changing the title from “From motivation to helping behaviours in the contemporary Greek public sector: the roles of organizational identification and job satisfaction” to “From PSM to helping behavior in the contemporary Greek public sector: the roles of organizational identification and job satisfaction”.

Our work refers actually on the relationship between PSM and helping behavior which is a key component of OCB. We went through a revision on the whole manuscript and highlighted this argument. Helping behavior (HB) is the focal point in this paper (as it has always been) BUT NOW is highlighted as the centerpiece of our work, helping the reader to follow the text and our arguments as planned.

"Theoretical framework and hypotheses development

Helping behavior: a key dimension of Organizational Citizenship Behavior

Within effective organizations, employees often go beyond formal job responsibilities, performing non-mandatory tasks with no expectation of tangible or intangible rewards. Dennis Organ and his colleagues identified the extra-role helping behaviors as the "good soldier" syndrome and the concept of organizational citizenship behavior was born (Organ, 2017). Almost 30 different forms of citizenship behaviors exist today (Podsakoff et al., 2000) and these include helping others, sportsmanship, organizational loyalty and compliance, and civic virtue. This study places emphasis on the helping behavior towards individuals (i.e., co-workers) and the voluntary forms of interpersonal assistance provided by the "good soldiers" to facilitate organizational goal achievement (Organ, 1988). Helping behavior is a fundamental dimension of OCB and occupies a prominent place in OCB literature. Although many conceptual frameworks have been developed over the years to capture the concept of OCB, helping behavior has been included as a key component of OCB in most of the taxonomies proposed, a fact that highlights its importance to OCB scholars (Harvey et al., 2018). Bateman and Organ (1983), suggested that helping co-workers with job-related problems is among those gestures that lubricate the social machinery of the organization. Jill Graham (as cited in Moorman & Blakely, 1995), defines interpersonal helping as the behavior which focuses on helping co-workers in their jobs when such help is needed. Van Dyne and LePine (1998), defined helping as a promotive and cooperative behavior that is noncontroversial and affiliative. According to the authors, such behavior emphasizes small acts of consideration and personal harmony, and builds up relationships. Finally, Dekas and colleagues (2013), proposed, among others, that helping behavior involves voluntarily assisting coworkers with work-related issues by passing along information on the developments in the organization.

In contemporary public administration, this behavior is crucial; helping co-workers with increased workloads, preventing or resolving interpersonal discord, encouraging other employees during stressful situations, exchanging valuable information on the developments in the organization, and providing assistance on novel technology and work processes can all improve individual, group and eventually organizational performance (Podsakoff et al., 2000).

Helping behavior, as a key dimension of OCB, is seen as one of the determining factors in the successful implementation of organizational goals because OCBs enable the organization to adapt and adjust more effectively to the conditions dominating the present socio-economic environment (Chahal and Mehta, 2010; Davis & Stazyk, 2014; Podsakoff et al., 2009; Organ, 1997; Schneider et al., 2005; Vigoda-Gadot & Beeri, 2012). A number of studies in government settings show that helping behavior is related to prosocial motives or desires to benefit others (Finkelstein & Penner, 2004; Rioux & Penner, 2001). Employees with a desire to benefit and help others, feel responsible for improving the welfare of colleagues and are committed and willing to subordinate their own interests in order to meet organizational goals (Ilies et al., 2006, Joireman et al., 2006). Finally, managers are increasingly recognizing extra-role helping behavior as one of the key work outcomes (Cooper & Thatcher, 2010) and try to integrate them into the development of novel human resource management practices (Gong et al., 2010; Podsakoff et al., 2011; Snape & Redman, 2010)."

Abstract: I think this should be carefully edited

REPLY

Following the advice of the reviewer we carefully edited the abstract of the manuscript:

"This paper investigates helping behavior (HB), a fundamental dimension of organizational citizenship behavior (OCB), in the context of contemporary Greek public

sector. More specifically, the effect of public service motivation on helping behavior is examined through the indirect effects of organizational identification and job satisfaction. Reported data were gathered from 322 respondents with the aid of a questionnaire administered to central and regional Greek public service units. The findings indicate that there is a strong relationship between helping behavior and public service motivation, while organizational identification and job satisfaction act as mediators and moderators of this relationship, respectively. This research extends the current organizational literature by illustrating the mediating role of organizational identification and the moderating role of job satisfaction in the effect of public service motivation on helping behavior. By studying the behaviors and motives of public servants, this research contributes to our knowledge of what drives these individuals and the methods for managing these employees. These findings can be used as an input in the development of specific human resource management strategies aimed at improving organizational success in contemporary public sector settings."

Overall quality of the English: I would encourage the authors to undertake a thorough, sentence-level audit of the manuscript's text for clarity, word choice, and economy. There are many sentences which don't read very well to me. For instance, page 3: "in this setting of public administration organizational change..." Or the beginning of the next paragraph that OCB is somehow being "understood today through almost 30 identifiable forms of extra-role behaviors." What does it mean to say that the construct is understood "through" these? Or, page 4: "... organizations with meaningful attributes and special characteristics, such as the public sector." It is of course organizations rather than the sector itself which is identified with. Overall the paper is not badly written, but there are a great many little instances where, I think, it could be improved.

REPLY

We are thankful to the reviewer for noticing all of these sentence-level text inconsistencies that reduce the overall quality of our manuscript. We went through a thorough professional editing and proofreading of our manuscript to ensure its proper quality.