

## ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN PUBLIC SERVICE: INTEGRATING PUBLIC SERVICE MOTIVATION AND SENSE OF COMMUNITY

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**Abstract:** Being less researched and viewed negatively, it is not known what makes police officers motivated to consistently perform public service. Public Service Motivation (PSM) can be linked to motivated action within public sector organisations. Similarly to PSM, it has been hypothesised that a sense of community (SOC) is a crucial predictor of employee engagement. The research sample was 258 members of policemen using probability sampling with a proportional random sampling technique. Furthermore, the collected data were analysed with descriptive and inferential analysis techniques using path analysis. The analysis results show that public service motivation can significantly increase the sense of community and organisational citizenship behaviour. A sense of community is proven to influence organisational citizenship behaviour significantly. Meanwhile, the sense of community's significant importance mediates public service motivation's effect on organisational citizenship behaviour. The implications of this research indicate the vital role of public service motivation in increasing the sense of community and organisational citizenship behaviour. The current study also demonstrates that SOC predicts employee engagement more accurately than PSM. The findings shed additional insight and clarity on the predictive value of PSM on employee attitudes and behaviour and highlight the utility of community experiences in public service environments.

**Keywords:** a sense of community, public service motivation, organisational citizenship behaviour, police officers

DOI: 10.17512/pjms.2023.27.1.07

*Article history:*

*Received* December 28, 2022; *Revised* January 27, 2023; *Accepted* February 18, 2023

### Introduction

The public increasingly expects government employees to go the additional mile in their service. Indeed, public officials around the globe are required to work longer

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hours to compensate for staff reductions and budget cuts (without increased compensation) and to complete the same or more work with fewer resources (Lazović-Pita et al., 2022; Plimmer et al., 2022; Nawawai et al. 2022). Individuals who make such personal sacrifices exhibit Organisational Citizenship Behaviour (OCB), which relates to an action that goes above and beyond the call of duty without a formal reward (Ramalakshmi and Ravindran, 2022). Consequently, Public Service Motivation (PSM) has been a significant problem in the field of public management for many years as experts have investigated the contradictory benefits motivation can provide for both the staff and the organisation (Al-Tkhayne, 2019; Hjortskov et al., 2023).

PSM refers to the desire and understanding of public personnel to contribute willingly to the overall development of society (Cibák, Kollár and Filip, 2021; Lincényi and Mindár, 2022; Hue et al., 2022; Čizo et al., 2022). Many researchers have investigated the connection between PSM, employee attitudes, work satisfaction, and organisational commitment (Chen and Deng, 2023). Hence, they demonstrate that PSM is positively associated with public officials' working attitude and conduct to serve the public interest better. Concurrently, public personnel are more content with their professions and have a more robust dedication to the public sector.

In the literature, an alternative and parallel set of arguments is embedded mainly in the sister discipline of community psychology concerning the ideas of a sense of community (SOC). A SOC, like PSM, has been proposed to be a powerful predictor of motivated states, such as employee well-being and public engagement (Boyd and Nowell, 2020). To date, however, minimal literature has attempted to clarify the link of PSM to SOC. Few studies demonstrated discriminant validity between these components in predicting motivational perceptions and behaviours in public and nonprofit service-oriented organisations. As a result, this study fills this gap by investigating whether PSM and SOC predict motivational outcomes of critical concern to the field of public management: the OCB. An exercise like this can illuminate the fundamental assumptions, strengths, and limitations of theoretical concepts that impact our knowledge of human behaviour in public organisations.

In the context of Indonesia, a developing country, although socio-political groups and state agencies have periodically undertaken campaigns to increase the efficiency of public service as well as the work performance of civil workers, this process has not yielded the desired outcomes (Basuki et al., 2022; Satispi et al., 2023). Instead of campaigning, the authors may focus on improving the PSM, leading to improved attitudes and behaviour, OCB among public employees, and long-term commitment to public institutions (Hussain et al., 2021; Nguen and Nguen, 2022). Because of job security and high status, employment in the public sector is more desired in Indonesia than in the private sector (Anandari and Nuryakin, 2019). Nonetheless, public sector employees in Indonesia are paid less than those in the private sector. Below-market government pay may foster undesirable behaviours, such as laziness and inefficiency at work, and a readiness to accept bribes (Turner et al., 2022). One

of the government agencies is the police. The police is an organisation or government agency which implements government policies at the national level.

In contrast, at the local or field level, it implements government policies and makes policies to create and ensure the realisation of social order and public security and protect citizens and their property from harassment. Almost all researchers classify the police career as highly stressful. Police officers may be stressed by physical, social, psychological, political, or economic factors. They may also be stressed by work-related factors, such as an excessive workload, a low salary, a lack of facilities, a hostile work environment, the risk of death while on duty, and daily routines (White et al., 2022). Furthermore, in a country with a low-capacity democratic process like Indonesia, the country pursues undemocratic methods by manipulating the police to strengthen the regime's power (Hendytio, 2022), making the image of the police wicked. Further, the conclusion of additional research on specific military and political relationship types is intriguing. Higher military rank, army military origin and marine military origin have a substantial positive link with Corporate Social Responsibility, whereas police origin has a strong negative correlation (Nasih et al., 2019).

There is a need to comprehend the origins of officers' motivations, sense of community, and OCB in an era in which police departments and staff are subject to increased public scrutiny, political manoeuvring and legislative examination (Baker and Nasrudin, 2023). Therefore, the researchers want to answer why Community Police Officers continue to work in the public sector. Community Police Officers are senior Sub-Inspectors who report to the Sectoral Police headquarters. They are responsible for mentoring, monitoring and upholding peace and order in a particular local community, which typically includes an urban or rural town. They are entrusted with monitoring local community activities, such as during elections and other community gatherings, and are recognisable by their yellow brassards with their identities printed on them. This study provides a novel viewpoint on PSM that is congruent with the setting of the Indonesian police organisation and is, therefore, theoretically and empirically creative. To analyse the relative influence of PSM on SOC and employee behaviour-related outcomes, the authors develop a study model with scale modifications. Specifically, they focus on positive employee outcomes (i.e., organisational citizenship behaviour). This corpus of research is expanding, although the relationship has yet to be investigated. Officers who report less confidence in their authority should likely experience reduced public service motivation.

### **Literature Review**

PSM has long been a subject of scholarly attention and is regarded to serve a significant influence in differentiating the area of public administration from related fields such as business administration (Breugh and Ripoll, 2022). Initially described by Perry et al. (2010) as an individual's tendency to respond to reasons rooted primarily or exclusively in public institutions and organisations, the concept of PSM

has evolved across disciplines and varies by country and area (Fan et al., 2022). PSM is typically regarded as emphasising the unique motivations and other-regarding behaviour of public workers (Suong, 2021) or the motives and activity in the public realm that are designed to benefit others and impact the well-being of society (Hammon et al., 2022).

PSM is a crucial characteristic for comprehending organisational attitudes and actions at the individual and organisational levels of study (Taylor et al., 2022). Nevertheless, empirical support for PSM as a motivator to promote pro-organisational behaviour has been inconsistent (Nhat Vuong, 2023). A small number of empirical research have revealed a positive correlation between PSM and employee behaviour (Hue et al., 2022). However, in other instances, the correlation is insignificant or complex (Ingrams, 2020), e.g., in Indonesian samples, PSM does not positively influence innovative workplace behaviour (Susanto, 2020). Several scholars have argued that the influence of PSM on organisational behaviour may be indirect and mediated by other factors (Crucke et al., 2022), and this logic persists as evidenced by Bakker's (2020) recent opinions that public servants with different levels of PSM respond differently to job demands and job exhaustion and that PSM moderates the positive relationship between job demands and job exhaustion.

As the above research demonstrates, much is still unknown about whether and to what extent PSM influences employee attitudes and work behaviour (Tantardini, 2022). Consequently, additional research is required to explain PSM's potential to directly predict key employee outcomes and its position within the larger ecosystem of factors that may be related to employee and organisational outcomes in general. Despite the significant growth of PSM research in the public administration literature over the past quarter-century (Önder and Zengin, 2022), the discussion of police personnel is scant (Yu, 2022). In a study of Swiss police officers, PSM's behavioural power seems limited (Schott et al., 2019). However, in a study of Polish and Belgian police officers, PSM significantly predicted job satisfaction (Prysmakova and Vandenaabeele, 2020). Boyd and Noil (2020) added a sense of community (SOC) and OCB – as independent factors relevant to the current investigation. Their analysis revealed that SOC mediates the relationship between PSM and OCB, prompting them to recommend that academics go beyond PSM dimensions to determine how motivation and SOC in the workplace influence outcomes such as OCB. This result, along with other recent studies incorporating a community psychology viewpoint, suggests that SOC are viable categories for defining the function of PSM and expanding our knowledge of organisational behaviour. Adding a community psychology viewpoint can help us disentangle the contradictory data on PSM's linkages with organisational outcomes and broaden our understanding of extrinsic and intrinsic motivation.

In recent years, management researchers have advocated more emphasis on community development in corporate contexts (Akimowicz et al., 2022). For instance, Hurtienne et al. (2022) claimed that a business with a strong SOC is likely to have a more engaged and productive workforce. Moreover, according to

Valentinov and Chia (2022), we must change our impressions of isolation and self-interest into experiences that foster concern for the community. This signifies a growing consensus that community-oriented structures are necessary for organisational settings (Dutt et al., 2022).

The theoretical foundations of efforts to operationalise community experience can be traced to Sarason's work (Pasca et al., 2022). They defined a psychological SOC as a feeling of being a part of a readily available, cohesive group, a mutually supportive network of relationships on which one could rely. As a result, one did not experience persistent emotions of isolation. Buckley (2022), based on the seminal work of McMillan and Chavis (1986), modified frameworks for measuring a SOC, which consisted of four fundamental components: (a) membership—a feeling of belonging or of sharing a sense of personal relatedness; (b) influence—a sense of mattering, of making a difference to a group, and of the group mattering to its members; (c) integration and fulfilment of needs—a feeling that members' needs will be met by the resources received through their membership in the group; and (d) shared emotional connection—a commitment and belief that members have shared and will continue to share history, commonplaces, and emotions. This conception of community experience, commonly referred to as the psychological sense of community or SOC, has inspired a substantial body of research focused on understanding its relationship to various indices of well-being and involvement in community/social settings (e.g., Boyd and Nowell, 2020; Toubøl et al., 2022; Agapito, Jala and Cruz-Español, 2022; Basuki et al., 2022; Kuzior et al. 2023).

If validated, this framework has major implications for managers. It shows that connection to and pleasure with one's employment may not be the key motivator for fostering extra-role engagement (Giancaspro et al., 2022). Recent empirical research (Boyd and Martin, 2022) supports these claims. Following the predictions of the community experience framework, their research demonstrated that SOC is a more accurate predictor of an individual's contentment. Consequently, it is acceptable to anticipate that SOC holds promise as characteristics that contribute to model development in employee motivation and assist public managers in their search for factors that can inspire motivated states in public service settings (Pedersen et al., 2020). In addition, research has attempted to comprehend the conceptual differences between SOC and PSM to other popular organisational science concepts, such as organisational commitment and OCB (Kim, 2023).

Organisational citizenship behaviour is a part of employee outcomes that benefit not just the employee but also his or her coworkers and the organisation. In public administration, organisational citizenship behaviour refers to the voluntary and informal behaviours of employees that contribute to the effective operation of the organisation and promote the performance of public service, regardless of whether they receive recognition (Molines et al., 2022). Theoretically, organisational citizenship conduct is related to individual and organisational results (e.g., grading employee performance and allocating rewards to employees; organisational productivity, efficiency, cost reduction, and customer happiness) (Andrade and

Neves, 2022). Hence, organisational citizenship behaviour effectively regulates the interdependencies between work unit members, thereby enhancing collective outcomes and organisational success (Zhang et al., 2023). Workers with more extraordinary organisational citizenship behaviour will execute additional duties beyond those outlined in their job descriptions, such as supporting coworkers, avoiding unneeded confrontations, and fostering a positive working environment. Several studies have shown that PSM promotes prosocial behaviour inside and outside the organisation (Hue et al., 2022), making PSM associated with organisational citizenship behaviour among employees.

In an Asian setting, workers with a high PSM willing to serve the public and create societal ideals would encourage organisational citizenship behaviour (Li and Wang, 2022). Based on evidence collected in China, Li and Wang's discovery validates this hypothesis. Similarly, research into the relationship between PSM and organisational citizenship behaviour in Egypt (Mostapa, 2022), Vietnam (Hue et al., 2022), and Malaysia (Abbasi and Wan Ismail, 2023) support the contention that the positive influence of PSM on prosocial behaviour would extend to behaviour within the organisation, including organisational citizenship behaviour. In addition, the relationship between PSM and interpersonal, organisational, and civic conduct is mediated by the sense of community responsibility (Boyd and Nowell, 2020; Hue et al., 2022; Molines et al., 2022). According to predictions and findings in the existing literature, we hypothesise that the link between PSM and organisational citizenship behaviour among Indonesian police officers is significantly positive. This resulted in the hypothesis:

**H1:** Public service motivation has a significant positive effect on organisational citizenship behaviour.

**H2:** Public service motivation positively affects the sense of community.

**H3:** Sense of community has a significant positive effect on organisational citizenship behaviour.

**H4:** Sense of community mediates the relationship between public service motivation and organisational citizenship behaviour.

### Research Methodology

This quantitative study tests and analyses proposed hypotheses using statistical tools. The participants in this study are community police officers from across Bali. The sample is drawn from the population of the sampling frame using probability sampling and proportional random sampling. Before the surveys were disseminated, an instrument test was conducted to confirm that the questionnaire instrument was valid and reliable. The questionnaire includes statement questions regarding the variable research. The PSM variable was adopted from the research conducted by Perry (1996), the sense of community variable was adopted from the research conducted by Peterson et al. (2008) and Boyd and Nowell (2020), and the OCB variable was taken from the research conducted by Organ et al. (2014). The Slovin formula determines a minimum sample size of 257 respondents. This questionnaire

employs a five-level Likert scale to assess respondents' perceptions of the topics. The scores on this scale vary as follows: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The number of respondents to whom questionnaires were distributed was 300, while 258 questionnaires were returned and deemed valid. Data collection was conducted hybrid, with urban respondents receiving direct questionnaires and rural respondents receiving questionnaires via Zoom meetings. The collected data were examined using path analysis based on multiple linear Regression aided with SPSS software to evaluate the stated hypotheses. Confirmatory factor analysis was conducted to check that each variable's dimensions were valid with a loading factor greater than 0.50 (Hair et al., 2020). Moreover, reliability testing was conducted using the Cronbach Alpha value, which must surpass 0.60 (Bonett and Wright, 2015).

### **Research Results**

Respondents aged 41-45 years (24.4 per cent) dominated the age features of respondents, followed by respondents aged 46-50 years (21.7 per cent). Respondents aged > 55 years were in third place (21.3 per cent), followed by respondents aged 51-55 years (17 per cent), and finally, respondents aged 35-40 years (14.7 per cent). According to the years of service, most respondents (27.1 per cent) have worked for 21-25 years, followed by those who have worked for 31-35 years (24.8 per cent). Following that, the service term of 26-30 years was 22.5 per cent, and the service time of 15-20 years was 16.7 per cent. The 20-year service time in the last position was 8.9 per cent.

Table 1 displays the findings of the validity and reliability analyses.

**Table 1. CFA Measurement Model Structure**

Variable	Dimensions	Loading Factor
Public Service Motivation Cronbach Alpha = 0.865	Attraction to Policy Making	0.814
	Commitment to Public Interest	0.847
	Compassion	0.722
	Self-sacrifice	0.889
Organisational Citizenship Behaviour Cronbach alpha = 0.885	Altruism	0.798
	Courtesy	0.843
	Sportsmanship	0.607
	Civic virtue	0.904
	Conscientiousness	0.789
Sense of Community Cronbach Alpha = 0.879	Membership	0.706
	Influence	0.879
	Reinforcement of needs	0.843
	Share emotion connection	0.868

Confirmatory Factor Analysis (CFA) confirms the validity of each variable's dimensions with a loading factor value greater than 0.50. A reliability test utilising the Cronbach Alpha value reveals that all variables' values are greater than 0.70. The hypotheses are tested by calculating t-values and significance values for the influence of variables. The hypothesis is accepted if the t-value exceeds the critical value =  $\pm 1.96$  and the significance value is less than 0.05 (Hair et al., 2020). Table 2 shows the summary results of the path analysis performed with Multiple Regression.

**Table 2. Path relationship for hypothesis testing**

Hypothesis	Path	Estimate	SE	t-value	P	Conclusion
Direct effect						
H1	PSM → OCB	0.387	0.057	8.691	0.000	Accepted
H2	PSM → SOC	0.636	0.076	13.174	0.000	Accepted
H3	SOC → OCB	0.536	0.068	12.04	0.000	Accepted
Indirect effect						
H4	PSM→SOC→ OCB	0.387x 0.636 x 0.536 = 0.131			Accepted	
Significance Limit		P ≤ 0.05 and t ± 1.96				

The hypothesis test revealed that: (1) public service motivation significantly affects organisational citizenship behaviour. The direct effect of PSM on OCB is 0.387. The test result showed that the significance probability value is 0.000, with a t- value of 8.691 (> 1.96), denoting the acceptance of the first hypothesis. (2) Public service



motivation significantly affects the sense of community, and the direct effect of PSM on SOC is 0.636. The probability value is 0.000, less than 0.05, and the t-value is 13.174, indicating the second hypothesis's acceptance. (3) Sense of community significantly affects organisational citizenship behaviour. The direct effect of SOC on OCB is 0.536, with a probability value of 0.000 and a t-value of 12.04. By referring to Kenny (2008), the positive path from PSM→SOC→OCB implicitly accepts the fourth hypothesis that a sense of community mediates the relationship between public service motivation and organisational citizenship behaviour. The goodness of fit model is calculated using the coefficient of determination ( $R^2$ ) and the total coefficient of determination ( $R_m^2$ ).

**Table 3. The goodness of fit model**

Variable	$R^2$
Sense of Community	0.404
Organisational Citizenship Behavior	0.699
$R_m^2 = 1 - ((1 - R_{WITH}^2) * (1 - R_{AND}^2))$ $R_m^2 = 1 - ((1 - 0.404) * (1 - 0.699)) = 0.821$	

The R-square sense of community is 0.404 or 40.4%, indicating that the contribution of public service motivation to the sense of community is 40.4%. In comparison, the remaining 59.6% is the contribution of other variables not discussed in this study. Similarly, the contribution of public service motivation and a sense of community to organisational citizenship behaviour is 69.9%. The total Determination Coefficient ( $R_m^2$ ) is 0.821 or 82.1%. It indicates that the model as a whole can explain the diversity of organisational citizenship behaviour by 82.1%, or in the category of Good Fit.

### Discussion

Scholars from diverse cultures and perspectives have researched PSM. Although a growing body of research aims to increase our understanding of the relationship between PSM and employee outcomes via both indirect and direct processes (Boyd and Nowell, 2020; Mostapa, 2022; Hue et al., 2022; Abbasi and Wan Isa, 2023), no definitive conclusion has been achieved. Interestingly, the influence of PSM on employee performance differs depending on the performance objectives (Crucke et al., 2022). A recent study, however, has critiqued the lack of variety in the PSM literature sample (Onder and Zengin, 2021). According to Yu (2022), the PSM study only applies uniformly to some public personnel, particularly the police. Preliminary mediation analysis has been focused on samples of government employees, which has obscured the methods through which PSM ties to employee outcomes in the context of a particular job function (Hue et al., 2022). Thus, the present study tackles these research gaps by studying a sample of Indonesian Police Officers (samples of which are hardly researched) whose job outcome criteria may be as diverse as the

number of persons defining them. The authors intend to investigate how various facets of PSM influence employee behaviour and attitudes regarding a sense of community and organisational citizenship behaviour.

Findings from the present study make several significant contributions to advancing our understanding of human motivation in public service organisations. This study empirically supports that SOC and PSM are unique constructs, each tapping into distinct aspects of motivation that differentially predict work outcomes in theoretically consistent ways. PSM focuses on global dispositions toward public service, and SOC taps into the psychosocial benefits individuals perceive they receive from their organisation. Collectively, these two constructs contribute to a more holistic understanding of public employees' psychological dispositions toward their workplace.

In addition, empirical evidence is provided for some theoretical hypotheses regarding the relative contributions of these categories to the understanding of organisational outcomes: the OCB. Across all models, PSM had the lowest explanatory power for OCB prediction. This effect was anticipated based on the idea that organisational behaviour and attitudes are best understood as being motivated by an interaction between the individual and the environment. Thus, this study contributes to a growing dialogue on PSM as an indirect vs direct predictor of organisational behaviour (Boyd and Martin, 2022).

It lends additional credence to the notion that measures that global tap dimensions of disposition, such as PSM, although effective predictors of job choice, may have weaker relationships with attitudes and behaviour on the job. This was especially evident when contrasted with a sense of community (SOC), which reflects an individual's collectivist attachment to a particular setting in Indonesia. A collectivist would highly value group participation and prioritise the collective's welfare over his or her interests. Moreover, collectivist culture may foster behaviour advantageous to the organisation or the in-group (Rajiani and Kot, 2020). As collectivists and maintaining doctrine esprit de corps, Indonesian police officers have a strong "we-spirit," which means they view their organisation as a large family, their boss as a father or older brother, their coworkers as brothers and sisters, and their subordinates as sons and daughters. In addition, they frequently use the phrases "our organisation" and "our department"; they emphasise interdependence and collaboration rather than rivalry; they assist one another in achieving "our goals"; and they believe they have two types of families: home and work. This spirit justifies why SOC is a more powerful predictor of OCB.

The result is consistent with recent findings of White et al. (2022), who asserts that police officers as a group are generally satisfied with their jobs and, more importantly, the most frequently cited response regarding what is liked best about the police profession was the ability to assist other. The result also validates the assumption that police officers who commit to the public interest, are attracted to public policy-making, obligate to social justice, and perform a civic duty will exert more effort in their work. This finding supports the previous findings (Mostapa,

2022; Hue et al., 2022; Abbasi and Wan Isa, 2023) on the importance of PSM to OCB in an Asian setting. Also, police officers who share a sense of personal relatedness, make a difference to the group, feel that members' needs will be met by the resources received through their membership in the group, and share emotional connections will exert more effort in their work.

To sum up, this study shows the relationship between two distinct yet connected models that attempt to represent the underlying motives of an employee who goes above and beyond in their service to a public organisation. PSM is the fundamental construct used to examine individual-level participation in public service within the subject of public management. In community psychology, SOC is a powerful determinant of an individual's motivation. By elucidating these dimensions, their interrelationships, and their relative degree of linkage to essential outcomes of interest, we can progress both theories and practise in discovering the distinctive motivational profile most strongly related to various elements of organisational behaviour.

#### ***Managerial Implication***

Managers should ensure that police officers have access to programmes that reaffirm their grasp of the mission, aims, objectives, and standards of public organisations and their ability to serve the public interest by formulating public policies and delivering public services. Instead of evaluating extrinsic reward motivators such as a significant income, police officers with a high degree of PSM are more likely to place higher importance on intrinsic benefits such as a sense of job achievement or doing something important. However, to effectively manage and develop the interaction between PSM, SOC, and OCB to retain these people, public managers must strategically use intrinsic incentives to recognise employees' emotional and affective commitment to their organisations. This can be accomplished by enhancing incentive mechanisms to give public servants more opportunities to meet their PSM.

#### **Conclusion**

Police officers routinely describe being motivated by intrinsic incentives, such as assisting and serving people. As the current social atmosphere may undermine these characteristics, it is essential to comprehend the connection between public service motivation and organisational citizenship behaviour. Officers with more public service motivation had higher organisational citizenship behaviour levels. Moreover, officers with a greater sense of community also experience significantly elevated organisational citizenship behaviour.

Even though the sense of community is a relatively new term in police research, our study relied on two theoretical frameworks with long histories in public administration and organisational psychology: PSM and OCB. Although the researchers demonstrate some relevance of these two viewpoints when analysing police officer employment outcomes, both theories have enormous potential for enhancing our knowledge of police officers and policing. Other researchers are

encouraged to contemplate the potential applications of these theories for various outcomes.

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## ORGANIZACYJNE ZACHOWANIA OBYWATELSKIE W SŁUŻBIE PUBLICZNEJ: INTEGRACJA MOTYWACJI DO SŁUŻBY PUBLICZNEJ I POCZUCIA WSPÓLNOTY

**Streszczenie:** Chociaż nie do końca zbadany i określany jako negatywny, powód motywacji do konsekwentnego pełnienia służby publicznej przez funkcjonariuszy policji pozostaje niewyjaśniony. Motywacja w służbie publicznej (Public Service Motivation - PSM) może być powiązana z motywacją do działania w organizacjach sektora publicznego. Podobnie jak w przypadku PSM, postawiono hipotezę, że poczucie wspólnoty (Sense of Community - SOC) jest kluczowym wyznacznikiem zaangażowania pracowników. Badanie przeprowadzono na przykładzie 258 członków policji przy użyciu techniki probabilistycznej z proporcjonalnym doбором losowym. Ponadto zebrane dane zostały przeanalizowane za pomocą technik analizy opisowej i wnioskowania z wykorzystaniem analizy ścieżek. Wyniki analizy pokazują, że motywacja w służbie publicznej może znacząco zwiększyć poczucie wspólnoty i organizacyjne zachowania obywatelskie. Udowodniono, że poczucie wspólnoty znacząco wpływa na organizacyjne zachowania obywatelskie. Z kolei istotne znaczenie poczucia wspólnoty pośredniczy w wpływie motywacji do świadczenia usług publicznych na organizacyjne zachowania obywatelskie. Wnioski z tego badania wskazują na istotną rolę motywacji do świadczenia usług publicznych w zwiększaniu poczucia wspólnoty i organizacyjnych zachowań obywatelskich. Niniejsze opracowanie pokazuje również, że poczucie wspólnoty przewiduje zaangażowanie pracowników dokładniej niż motywacja w służbie publicznej. Odkrycia te rzucają dodatkowy wgląd i jasność na wartość przewidywaną motywacji służby publicznej dla postaw i zachowań pracowników oraz podkreślają użyteczność doświadczeń społecznych w środowiskach usług publicznych.

**Słowa kluczowe:** poczucie wspólnoty, motywacja w służbie publicznej, organizacyjne zachowania obywatelskie, funkcjonariusze policji

### 公共服务中的组织公民行为：整合公共服务动机和社区意识

**摘要：**由于研究较少和负面看法，尚不清楚是什么促使警官有动力始终如一地履行公共服务。公共服务动机 (PSM) 可以与公共部门组织内的积极行动联系起来。与 PSM 类似，有人假设社区意识 (SOC) 是员工敬业度的重要预测指标。研究样本是 258 名警察，他们使用比例随机抽样技术进行概率抽样。此外，使用路径分析通过描述性和推理性分析技术对收集到的数据进行了分析。分析结果表明，公共服务动机可以显著增加社区意识和组织公民行为。事实证明，社区意识会显著影响组织公民行为。同时，社区重要感在公共服务动机对组织公民行为的影响中起中介作用。这项研究的意义表明公共服务动机在提高社区意识和组织公民行为方面的重要作用。目前的研究还表明，SOC 比 PSM 更准确地预测员工敬业度。调查结果对 PSM 对员工态度和行为的预测价值提供了更多的洞察力和清晰度，并强调了社区经验在公共服务环境中的效用。

**关键词：**社区意识，公共服务动机，组织公民行为，警察