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REVIEW ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN PUBLIC SECTOR IN THE CONTEXT OF HONG KONG NEW PUBLIC MANAGEMENT

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Content

<i>Part I: Abstract</i>	3
1.0 Introduction	4
1.1 Literature Review	5
1.1.1 Social Exchange theory.	5
1.1.2 Social Exchange Theory and LMX.....	8
Critics	8
1.1.3 LMX and OCB.....	9
Critics	9
1.1.4 Public Service Quality and OCB	9
Critics	12
1.1.5 NPM	13
Critics	14
1.2 Conclusion for Part 1	14
<i>Part II: Methodology</i>	16
2.1 Article selection.....	16
2.2 Abstract and Introduction of the selected article	17
2.3 Literature Review	19
2.4 Research Methodology.....	20
2.4.1 Sampling.....	20
2.4.2 Scale development	22
2.5 Research Ethics	23
2.6 Data Analysis	24
2.6.1 Reliability Test	24
2.6.2 Analysis	25
2.6.3 Validity	27
2.7 Limitation	27
2.8 Lesson learnt	28
2.8.1 Time management and organization	28
2.8.2 Handling the research data	29
2.8.3 Sampling, survey distribution and Data analysis	29
2.8.4 Writing style and the research paper construction.	30
2.9 Conclusion of part II	30
<i>Bibliography</i>	32

Part 1: Abstract

Organizational Citizenship Behavior (OCB) refers to individual employees eagerness to take extra-role without extra paid.(Zeinabadi & Salehi, 2011) According to Organ (1998), OCB means individual behavior is voluntary, indirectly or obviously will be documented by formal rewarding system, the individual effort will accumulate improve the efficiency and effectiveness of the organization. (Zeinabadi & Salehi, 2011). To maximize the profit with a relative low cost and the flexibility of the private sector setting, private sector the concept of OCB is broadly adopted as researches reflected that it is effectively improve the organization efficiency and favor innovation and creativity without investigate a large amount of capital in salary. The concept of OCB is seldom discussed or implied in public sector, it is due to bureaucratic structures and red tapes under the traditional public administration. With the impact of New Public Management, the paradigm shift from bureaucratic to managerialism. The increasing demand on customer satisfaction and improvement on efficiency, some of the public organization adopted the concept of managerialism, the decentralization of power provides a certain flexibility to the public manager to arrange and assign the works according to the actual working situation. NPM provide flexibility to supervisor to manage his/ her own team, the quality of Leader-Members Exchange (LMX) will be critical to influence the OCB and the service quality. With the impact on the demand on public service quality improvement, OCB in public sector in Hong Kong is worth to investigate.

Keywords: LMX, OCB, Social exchange theory, NPM, public service quality

1.0 Introduction

The implementation of the concept of New Public Management (NPM) happen in late 1980s, the driven force is from the global economic downturn and recession. It alters the concern on the efficiency of the public service in Hong Kong. The main ideology of NPM highlighted in three “E”s – Economy, Efficiency and Effectiveness.(Cheung & Lee, 2001) To improve the efficiency, the public manager are given more power and autonomy. In Hong Kong, the initiation of the public sector reform started in late 80’s, speeding up in early 90’s, the establishment of the Efficiency Unit in 1992 and the motif of “Serving the Community”, it is the significant symbol of the effort of Hong Kong government of implementing the concept of NPM. The Hong Kong government has established the Customer Liaison Groups and Performance Pledges, it demonstrate the Hong Kong government focus on improving the public service quality.(Cheung & Lee, 2001) After Hong Kong’s sovereignty handover to China, our first Chief Executive – Mr. Tung Chee-hwa eager to gaining the legitimacy, the HKSAR government putting more effort to improve the customer satisfaction on public service. To reach the new policy direction, the public manager changes the attitude of communication with subordinate and research on OCB to improve and sustain the public service quality. Figure 1 demonstrate paradigm change.

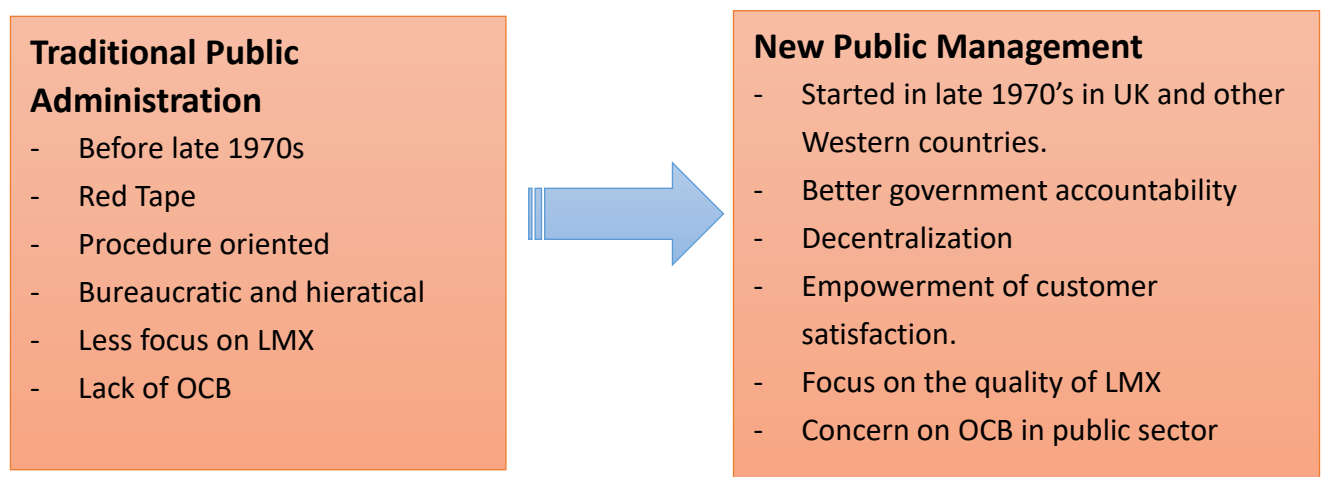


Fig. 1 Paradigm shift on LMX, OCB and service quality.

OCB is widely discussed in private sector, its influence on overall organizational effectiveness; employee job satisfaction, organizational innovation etc. In Western countries, lots of research has been done on OCB in public sector with the influence in different areas like public service quality, employees' innovation and employee motivation. As the concept of NPM actively implemented after the establishment of HKSAR and the policy is keep changing and the public servants adopting the new management direction. Most of the researches focus on the effect on the cost effectiveness of NPM, the influence on contracting out service on the quality of public service, the employee motivation on contract staff policies, we seldom find a research specially investigate the OCB and LMX in Hong Kong public service after the implementation of NPM. The relationship on LMX and OCB of public sector service in Hong Kong is a research gap that we can take into a deep research. The research on the relationship on LMX and OCB of public service will provide some idea to public managers how to motivate their subordinates, how to stimulate the innovations of their subordinates and improve the effective communication.

1.1 Literature Review

The literature review will be based on the ground theory on Social Exchange Theory, it is the fundamental theory of LMX and OCB, follow we will have some definition on the public service quality and concept of NPM.

1.1.1 Social Exchange theory.

Social exchange theory is a multi-disciplinary conceptual paradigm that cover management, social psychology, and anthropology. It is a broad conceptional archetype in social science instead of single theoretical model. All the social exchange theories treat social life that involve a series transaction and interaction between at least two parties. Resources no matter it is good

or not are exchanged during the transaction between the parties. The quality of the exchanges will be influenced by the relationship between the performer (in this case means the supervisor) and the target (in this case means the subordinates). There are three basic concepts of social exchange theory: the rules and norms of exchange; resources exchanged and the relationship that arise.(Cropanzano & Mitchell, 2005)

There are six exchange resources: love, status, information, money, goods and services. We can classify them into two dimensions, one is particularism, another is concreteness.

Particularism refer to the properties that are undivided adherence like love and status, the properties are not measured by monetary values. Concreteness is tangible and able to measure like money, goods and services.(Cropanzano, 2005) Under the social exchange theory, the resources exchange is not only a countable substance like money but also uncountable goods like psychological needs, feelings and relationship.

Social Exchange Theory highlight two-way communication When the subordinates communicate with supervisors, they have power and rights to bargain, supervisors do not have absolute authority to instruct the subordinates. The negotiate rights are at fair positioning for both parties. Negotiation not only on the particularism resources like job responsibility or leave application but also the concreteness resources like salary or ranking. (Cropanzano, 2005) In the case of public sector, the negotiation will be weighted more on side of particularism as the salary package should be fixed with no room for negotiation. During the negotiation process, the relationship and trust will be built up.

With a good quality of social exchange will bring up two benefits to the organization, the economic and socioemotional outcome. It is easy the economic outcome to the organization, the exchange between supervisor and subordinates will improve the trust and it will improve the

work efficiency of the organization. The improved efficiency will lead a better service and products, it will increase the consumer loyalty and favor the increment on income. Moreover, a good relationship between supervisors and subordinates can keep a low turnover rate which can save the cost and overhead and fundamental training. The socioemotional will gaining the good reputation and increase the customer satisfaction. In addition, the organization able to maintain a stable workforce to ensure the consistence of operation. A good social exchange platform favor for the policy implementation and it increase the efficiency implementation of the strategic plan.

The benefit not only to the organization but also the individual. In individual aspect, a good quality of exchange will cause a better job satisfaction and perform better. Individual may get the benefit of promotion and salary increment due to good performance. Supervisor have better planning due to stable workforce and gaining more income for the organization so that the supervisor can get further reward. On the socioemotional side, good social exchange will increase individual job satisfaction and self-esteem. (Cropanzano, 2005)

Critics

Social Exchange Theory is the ground theory for LMX, it fully explained the mechanism of LMX. However, in public sector, it is hard to count for the actual outcome by monetary value as some of the products or service is intangible. For example, healthcare service delivered, we are unable to count the it is profit or deficit if money spend on the end stage patient and finally, he/she is dead. It may be a better point to measure the economic side by social impact will be more presentable and reflect the reality. Social impact is result of the public service delivered that impact to people to the society like change in norms, values or beliefs. For example, the promotion of the importance of washing hands frequently to increase the personal hygiene. The social impact will be the increment on personal hygiene and diseases prevention.

1.1.2 Social Exchange Theory and LMX

The simplest definition of LMX means the mutual relationship between supervisor and subordinates. The quality of the relationship depends on quality of exchange, with reference to Graen and Uhl-Bien, the higher quality of LMX relationship, the higher level of trust will be established between supervisor and subordinates. Supervisor able to influence the subordinate to place a higher priority of the collective interest than personal interest. With the same mechanism, subordinates eager to devote more effort working beyond the contracted job requirement. High quality of LMX will lead to the subordinates become a good organization citizen. Therefore, high quality of LMX will promote the success of OCB.(Wang, 2016) The idea LMX is driven from the social exchange theory, the most important area we need to focus on is “Exchange”, that means it is a two-way communication instead of instruction giving and following process. The communication including a certain degree of respect. (Zhong, Lam, & Chen, 2011) LMX is a brunch from Social Exchange Theory to describe and explain the information exchange and interaction between supervisor and subordinates.

Critics

Some research mentioned that the leadership style will directly affect the quality of LMX, the transactional leadership style is more likely to gaining a high quality of LMX as leader with this style are tends to be considerate and open mindset.(Vigoda-Gadot, 2012) It is easy to understand why the leadership style will directly affect the quality of LMX. However, we also need to consider the organizational culture, for example, if the organizational culture with high risk avoidance, the majority of the employees are refused to change the current procedures, employees may be refused to communicate or express themselves. In the future research,

suggest applying a construct to reflecting the organizational culture. Scale like Organizational Culture Scale developed by Cooke & Lafferty (1989) or Corporate Culture Survey by Glasser (1983).

1.1.3 LMX and OCB

The majority of scholar agree that high quality LMX, employees are more eager to take the extra-role out of their job content, in a long run, it will create a citizenship behavior. With a good quality of LMX, trust and respect will be built in between supervisors and subordinates, leaders about to gain the supports and power from the subordinates and subordinates are able to gain more respect and recognition. The benefit brought by LMX is the foundation of OCB. In the case of public sector, the decentralization of power, public managers are able to gain higher autonomy and flexibility for job arrangement, it will help to remove the traditional red tape of the bureaucratic system and provide a flexibility of communication and negotiation. The employees of public sector establish a healthier atmosphere, eager to voice out more to improve the working environment and achieve the organization goal. With a common goal, it is easier to create the OCB in public sector workplace. (Vigoda-Gadot, 2012)

Critics

Regarding this point, agreed with the point of view with scholars that the high quality of LMX will positively contribute to OCB.

1.1.4 Public Service Quality and OCB

The quality of the public service is a kind of reflection on the quality and the effectiveness of the

particular department of the public sector. The change of the paradigm of public service is from following the guidelines to perform efficiently and achieve a better service. To reach the increasing expectation from public, the public managers are request to clear his/ her expectation, the outcome of performance, placing the customer in important positions, decentralization of power and create an entrepreneurial atmosphere. With reference to Albrecht and Zemke (1985; 2002), the public service quality is an outcome of a series of interaction like consumer strategy or allocation on human resources and a good service system. A good service system include a built-in monitoring mechanism to allocate any risk or problem, the system also built based on the consumer demand that allow the public service provider able to response from the consumer and operate efficiently. In addition, the employees can clearly understand the strategy and direction so that they are unable to deliver the desired service to the consumer. (Hadian, 2017)

Van Iwaarden has figure out five dimensions of good public service quality:(Yaghoubi, Salehi, & Moloudi, 2011)

Tangibles: It is related to the presentation of the facilities, equipment and the staffs.(Yaghoubi et al., 2011) The tidiness and the physical condition of the facilities and equipment will affect the consumer satisfaction, for example, the tidiness of the health care center will directly with the level of the hygienic condition of the center, if the hygienic condition is bad, sure the consumer will dissatisfy the service provided. On the other hand, the appearance of the front-line staff also important, the tidiness and manner will influence the service receiver's satisfaction. For example, in the health care center again, if the front-line staff with a dirty uniform and impolite attitude, consumer sure will have bad experience with this and will caused dissatisfaction.

Reliability: It means if the public service provider able to deliver the service accurately and consistently, consumer can experience the same service if they repeatably visit the same provider. The service they experience is same as status in the service condition.(Yaghoubi et al., 2011)

For example, consumers go to the welfare department to apply for the social service subsidies, all the individual will receive the same service standard and the process time will be approximately same if the required documents are all available.

Responsiveness: Staffs eagerness to provide a speedy and appropriate service. (Yaghoubi et al., 2011) When consumer need assistance, like elderly able to read the notice on the application form or they don't know how to fill in, staffs of the service provide will help initially instead of waiting the elderly asking for help.

Assurance: (including capability, consideration, trustworthiness and security): Suitable training to ensure the staffs with extensive knowledge on the area of their job so that they are able to handle the service with confidence and independently. (Yaghoubi et al., 2011) For example, the pharmacists in the hospital with extensive knowledge of medication, they able to answer all the inquiry raised by the patients and it will let the patient confident that they are receiving the professional and reliable service.

Empathy: The ability to share consumers' feelings or experiences by imagining what it feels in that person's situation. (Yaghoubi et al., 2011) For example, caregivers of elderly with dementia, he/ she trying the apply for social assistance service, if the staff can show some sincere and support, even in a few sentences, the caregivers will experienced the empathy from the service provider. Although no actual benefit will be given from the staffs, however, the psychological support will increase the consumers satisfaction on the service.

We can summarize the captioned dimensions as a "wholehearted service", it requests a flexibility for the organization to allocate the resources including the physical and human resources to provide an accurate and speedy response to consumer. (Hadian, 2017) To reach the goal of

gaining the public service quality, public organization used to be more creative and innovate instead of following the traditional way for servicing.

The NPM favor the public sector to initiate the innovation culture as the decentralization of power, public manager entitles a higher autonomy. As the red tape under the bureaucratic system, it is impossible for the public manager to reward the subordinates by salary increment based on performance and extra promotion out of the minimum year of service in particular position. If public managers can create a good OCB, it will encourage the public servant to take extra effort to improve the service quality delivered. (Vigoda-Gadot, 2012)

OCB favor individual contribution to the organization that is belong his/ her required job list and bringing up a constructive contribution to service quality. Lots of studies pointed out the OCB is important for public sector to improve public service and reaching the goal of service oriented. (Vigoda-Gadot, 2012)

Critics

Agreed that NPM favor the initiation of OCB, as under the current situation in Hong Kong, most of the public sector used to following the pay scale which according to the employees' education background and experience, without the driver of financial reward, OCB is a most possible way to improve the public service. However, we need to take a special remark that under the concept of NPM, contracting out is commonly implemented in public sector to reach the purpose of economy. A negative financial burden of being not continue with contract terms will become a factor to affect the rationale for OCB even though it still enhancing OCB.

In the area of public service quality, most of research applying the SERVQUAL model to

measure the level of customer satisfaction. As some of the public service are public utility service, like water, electricity or custom service, some of the items of SERVQUAL model may be not applicable. For the research in Hong Kong public sector reform, there is some statistic regarding the performance pledge, it is a good reflection on public service quality after the implementation of NPM and proceed a quantitative research method on the job satisfaction and OCB of public servants to see if they are positively or negatively correlated. Personally, the result should be positively correlated in the case of Hong Kong, as the most of the public servants who join the organization after the 1997 are under contract term. In order to secure the job, most of the public servant are eager to contribute more.

1.1.5 NPM

Many critics has point out that the Weberian bureaucratic model is lack of cost-consciousness, the government and the public sector is too large and it is the main cause of inefficient, the large structure of the public sector cause a huge overhead and time consumption of the information flow. (Islam, 2015) In 1980s, Western countries like UK and USA initiated the idea of New Public Management (NPM), the main ideology of NPM is to bring up the concept of business management to traditional public administration. From focus on follow the hierarchy and procedure to focus on outcome and efficiency. As a colonial country of UK, the NPM adopted in Hong Kong is originated in UK. The initiative of NPM in Hong Kong including the following main ideas(Cheung & Lee, 2001):

1. Accountability of public manager
2. Introduction of the concept of managerialism
3. Improvement of the public service quality

The last governor of Hong Kong – Mr. Chris Pattern highlight the importance of the transparency and the accountability of public service. The establishment of the Efficiency Unit in year 1992 and clear mission of “Serving the community” letting the general public know about what is NPM. The NPM movement did not stop after the handover of the sovereignty, the HKSAR government continue putting effort on improving the public service quality like the establishment on the performance pledge for public servants, customer service improvement programme, Target-based Management Process (TMP), Citizen Centric Services Programme and Customer Management Assessment (CMA) Framework.(Richard, 2008) It shows up government’s effort on improving the public quality service to increase legitimacy of HKSAR government. The NPM reform push all the public servants to provide a better service as their goal.

Critics

NPM is a board movement of management style in public sector, managerialism is one of the concepts in the area of human resources, there should be some other areas like finance control (cost cutting and contract out), all the factors will interactive and affect each other. Most of the journal articles will focus on one or two factors. It is better to have a macro view, suggested to add some secondhand data like government report on the overall picture and review of NPM in Hong Kong.

1.2 Conclusion for Part 1

Viewed with over 20 journal articles, the ground theory of Social Exchange Theory is broadly discussed and evaluate, the information is enough to support for literature review on my coming research. However, since the economic benefit bring by LMX in public sector is intangible, it is better to figure out the mechanism on the economic impact bring by LMX. We can consider the

social impact to represent the economic effect.

The purpose of my research, the tentative hypotheses as follows:

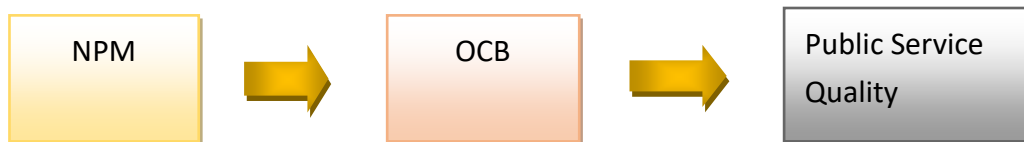
1. With the impact of NPM, the quality of LMX between supervisor and subordinates positively improved. (H1)



2. The improved quality of LMX improved the OCB in public sector. (H2)



3. The quality of the public service, it is to proof that if the improved LMX and OCB will positively contribute to the public service quality (H3)



Quantitative research method will be applied and the scale for the hypotheses as follows:

H1: LMX-7, area to consider: respect, trust and obligation.

H2: OCB: The scale used by Williams and Anderson (1991) and Vigoda-Gadot 10-item scale for testing the individual OCB and organizational OCB.

H3: Service quality, the scale of SERVQUAL

Sampling method will be done by random sampling method. The construct target with the public servants in Hong Kong public sector (higher education institutes; early care service institutes and healthcare institute), target to have the valid sample data is 200-300, therefore need to distribute at least 3000 constructs out as the average return rate for random sampling in Hong Kong is around 7%.

The estimated outcome will be positive for all three hypotheses with the impact of NPM. Before drafting the actual construct, will review more articles to ensure the covering of the literature and the direction of the construct is a right way.

Part II: Methodology

2.1 Article selection

The “Change-Oriented Organizational Citizenship Behavior in Public Administration: The Power of Leadership and the Cost of Organizational Politics” that published on “Journal of Public Administration Research and Theory, July 2012 was selected as a critic article. The impact factor of this journal is 3.907. With the impact of the concept of New Public Management (NPM), it is bringing up the management concept from business administration, encourage the public service should be focus on customer satisfaction, that means the quality of public service should be measured customer satisfaction. In addition, NPM encourage the decentralization of power and removal of the bureaucratic red tape, middle management having more autonomy to manage their subordinates and job arrangement. The changes of the communication method and the quality of communication between supervisor and subordinates (LMX) may affect the performance and output.

Researches done in private sector showing that the organizational citizenship behavior (OCB) will positively increase the productivities and outcome. NPM is relatively new to the public sector in Hong Kong, less researches have been investigated on the degree of correlation between LMX and OCB. The working culture and the hygiene factor of the employees in private sector is different from the employees in public sector. The research gap of correlation relationship between LMX and OCB in public sector is worth to put the effort for further research. This journal article tries to figure out the degree of correlation between leadership style in public sector and OCB; the degree of correlation between quality of LMX and OCB in public sector is a good reference and inspiration for my future research.

2.2 Abstract and Introduction of the selected article

The length of the abstract is suitable, author expressed the Bettencourt's conceptualization and the model of change oriented organizational citizenship behavior will be applied to explain the why public servants eager to engage in improving the efficiency on their work without any official rewards. In the abstract, author clearly stated the expected result of their survey. The introduction of the article clearly expressed two goals; one is the impact of the change-oriented OCB in public sector with traditional public administration style. Another goal is proof if there are any correlation between change-oriented OCB and different variables: leadership style, LMX and perceptions of organizational politics (POPS). Suggested if the author can add the keywords after the abstract, it is more convenience readers to have get brief idea on the key ideas that the article is going to discuss quickly. In addition, it would be better to clearly state the research question or research gap the author going to discuss. It is easier for reader to locate the main purpose of the particular research and judge if the argument is relevant and reasonable to the purpose of the research.

After the short introduction, author has expressed the four hypotheses immediately, details as follows:

“H1: In the public sector, perceptions of transformational and transactional leadership styles will be positively related to the quality of LMX relationships.”

“H2: Perceptions of transactional and transformational leadership and the quality of LMX relationships will be positively related with the change-oriented OCB of public employees”

“H3: In the public sector, perceptions of transformational leadership, transactional leadership, and the quality of LMX relationships will be negatively related to POPS.”

“H4: POPS moderate the relationship between the quality of LMX and change-oriented OCB in the public sector”

Figure 1 shown the hypotheses in a diagram:

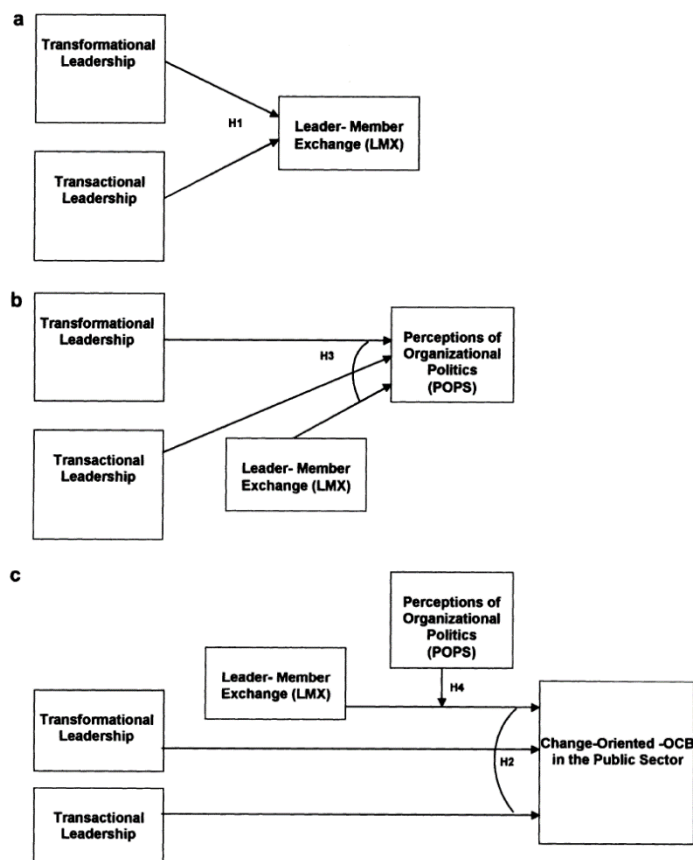


Fig. 1: Diagram showing the four-research hypothesis.

Source: Vigoda-Gadot, E., & Beeri, I. (2011). *Change-oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics*. *Journal of Public Administration Research and Theory*, 22(3), 573-596.

The hypotheses diagram is good as it is easy for reader to get the clear picture on relationship on the variables.

2.3 Literature Review

The author did not have a section for the literature review or the any session for definition of variables, the literature review has been merge in the part of introduction and research hypotheses. It is suggested to have the session clearly for a better writing structure and easier for readers trace back when necessary. Author explained meaning of OCB and change-oriented OCB for public agencies.(Vigoda-Gadot, 2012) Author applied the Smit, Organ, and Near 1983 and Organ 1988 model for OCB, it is quite relevant and bring up the main idea of OCB is employee eager to take up extra work and improve the work efficiency voluntary without extra paid.(Vigoda-Gadot, 2012) Author applied Morrison and Phelps 1999 to explain the meaning of “Change-oriented OCB”. Organ explanation on OCB is well recognized and easy to under the concept of OCB.

Regarding the LMX, author has applied the Social Exchange Theory from Graen and Scandura 1997 as the ground theory of LMX and author agree with Liden and Graen that the component of high quality LMX include relationship beyond the requirement stated in contract and will eager to take extra role and it is the formation of the organizational citizenship behavior.(Vigoda-Gadot, 2012) Author applied the Bass view on the focus of how the transformational and transactional leadership handle the relationship between themselves and subordinates.(Vigoda-Gadot, 2012)

The author did express the explanation of other variables like transformational and transactional leadership and their difference in handling the relationship with the subordinates, the change of public sector and the cost of politics. Since the writing style is not too systematic and include more than one idea in a paragraph and cause confusion to reader. The Social Exchange theory as the ground theory of LMX should be placed on the 1st paragraph of Literature review so that the reader easy to catch up with an idea the argument is based on which ground theory. The author just has a brief of each literature, it is better for the author to evaluate the idea on the literatures that refers to, it will be easier to let reader the direction of the author going to express and which of the main idea that author is driven from the literature. For example, Social Exchange theory is a multi-disciplinary conceptual theory: management, social psychology, and anthropology. Author can express his/ her standpoint and from which angle of Social Exchange theory that going to apply or based on for the argument or hypotheses explanation.

2.4 Research Methodology

Quantitative research method is applied in this article. The author proceeded a quantitative research to proof and figure out the level of correlation between variables. The samples are drawn from an Israel public medical center with a wide spectrum of health services like diagnostic, therapeutic service. The respondents of the survey cover both front line medical and back up administration department.

2.4.1 Sampling

In the article, it mentioned that the return rate is 90%, out of 240 participants, there are 217 sets data returned, the return rate is relatively high. Since the author did not mention in the article regarding the sampling method, we estimate from the high return rate of the survey, we believe

that it should be convenience sampling instead of random sampling. It is better if author can state out the sampling method, as reader can judge the representativeness of the survey, if convenience sampling method is adopted, the potential of the sampling bias will be higher than random sampling method. As the survey is done in one health center only, the data collected is not representable to all health care setting as limitation in generalization for the sampling method and the coverage of population. Understanding that the time and cost limit to proceed the random sampling method as low return rate, high cost to donate the survey and data collection and author decide to adopt the pairing sampling, it will increase the workload on data matching and much lower return rate. However, author can consider to include few more health care centers in Israel to increase the validity.

Sample pairing (supervisor – subordinates) is needed, the article stated that after the completion of data collection, 17 direct supervisors were requested to fill in the evaluation of their subordinates, the matching is based on the last four digits of the staff ID. As indicated in the article there are 217 sets data returned, however, when we go through the all the data results, the sample size is only 209, there are no explanation the discrepancy of the information, the accuracy and the reliability of the result is being challenged. In addition, author did not mention which statistical software is used and any pilot test is arranged or not. The construct of the survey is developed by the researcher with extensive professional knowledge, the wordings may be misinterpreted by the respondents who are not academically professional. Pilot testing provide a platform for research to test if the wordings are easy to understand and the respondents and researcher can minimal the errors or misleading question before the main survey. It is better for the author to indicate if pilot test has been proceeded or not, it will increase the validity of the survey.

In the article, author did not mention how researcher to avoid the trap of deception, it is better to

let the reader know what the researcher done to avoid the trap of deception like how to prevent guided the answer of respondents to what the researcher is expected to answers. In addition, if English is not the 1st language of the respondents or other languages is applied in the construct, it is better to let the reader know if researcher has done any translation on the questionnaire and any back-translation has been done to prevent misinterpretation.

2.4.2 Scale development

Change-oriented OCB: Author applied nine-item scale developed through a multistage process by Morrison and Phelps (1999) and used subsequently in a study by Bettencourt (2004) as the scale of change-oriented OCB. Regarding the classic OCB, The primary scale based on the scale used by Williams and Anderson (1991) and Organ and Konovsky (1989), second scale by Morrison (1994) 10-item scale.(Vigoda-Gadot, 2012) As OCB has two classic division, the individual OCB and organization OCB, it will provide a clear picture for the reader if author can write clearly the applied scale is reflecting which division.

The author applied the five items scale by Podsakoff, Mackenzie, Moorman, and Fetter (1990) and Podsakoff et al. (1996) and Bettencourt (2004) for study the change-oriented OCB with the impact of leadership style and the a five-item scale of Graen, Liden, and Hoel (1982).(Vigoda-Gadot, 2012) The article was published in year 2012, five-item scale of Grane, Liden, and Hoel 1982 is a bit outdated, the Leader-Member Exchange 7 Questionnaire (LMX-7) by (Graen & Uhl-Bien, 1995) maybe better as it is more updated, systematic and the coverage is wider. It can strengthen the analysis and cover more dimensions. Regarding the perception of Organizational Politics (POPS), author has applied the six-item scale from Ferris et al in 1989.(Vigoda-Gadot, 2012), this scale is broadly applied by researchers who interest in the study of POPS.

2.5 Research Ethics

On the area of research ethics, the author has got the approval from the authorities of the medical center, it demonstrated that they have got the consent from the management, but the article did not mention if consent were given to the respondents. The article did mention that respondents have rights to stop the survey at any stage by selecting a simple option that reflect that response has freedom to refuse the survey. In the article, it mentioned all data collected will be only viewed by researcher only, no personal information will be disclosed to the management of the medical center. In the article, it did not mention how the survey is done, it will be better if the author express in a few sentences to let reader now how the survey is done, like if the survey is done in a conference room and respondents are separately fill in the survey, how the data sheet is collected, by the researcher or the representative of human resources department. It is an ethic for the researcher to ensure the confidentiality of the data, other staffs from organization is unable to reach or get from any opportunities. In addition, author declare that the survey is full anonymity, however, the pairing method is applied in this survey and the matching method by the staff ID, the management are able to allocate who has been participated in the survey, the confidentiality of the respondents are being challenged.

Direct return method was used to increase response rate, as mentioned caption, it is better for the author to state clearly the delivery method to express how researchers protect the confidentiality. It is better for author to have some evaluation of what kind of direct return method has been applied e.g. via e-mail or via an assigned person or by post to research institute or have a specific date that the researcher will go to the center to collect the survey, The method of survey collection will influence the confidentiality as less person involved will have a higher degree of confidentiality protection. The article also declare that all data collected were viewed by the researchers only to ensure participants that no personal information would be shared with the

institution's management. The article declare that no data transfer will be done via formal organizational channel and the organization is not allowed to check who is going to participated or refuse the survey. Again, a further evaluation will be good to let reader know the confidentially mechanism.

All the research data will be kept with the researcher throughout the study, we are unable to allocate how the researchers has any action or procedure how to handle the data collected from the survey, it is better to have a statement to let reader know more how researcher to handle the data, where the data kept, the duration of the data will be kept and how researcher destroy the data when the research is completed.

2.6 Data Analysis

2.6.1 Reliability Test

The result of the reliability test on the construct (Cronbach alpha) as follows:

Construct	Cronbach alpha
Change-oriented OCB	0.97
Organizational Citizenship Behavior	0.89
Transformational and transaction leadership	0.97
LMX	0.93
Perceptions of Organizational Politics	0.83

All the Cronbach alpha is higher than 0.7, it demonstrated that the construct is reliable and consistent.

2.6.2 Analysis

The factor analysis is applied to show the three clear-cut factors of change-oriented OCB, OCB directed toward Individuals, and OCB directed toward the Organization. The following conclusion has drawn as follows:

1. There are different patterns were found that relate leadership styles, LMX, and POPS with the three dimensions of OCB (change-oriented OCB, Individual-OCB, Organizational-OCB). Author point out that the findings support change-oriented OCB related to classical OCB factors (Individual-OCB, Organizational-OCB) and at the same time it also separate and distinct from them in several ways. (Vigoda-Gadot, 2012)
2. The classic OCB theories reflected good citizenship encourage employees dedicate more effort to the organization he/ she belongs to. The change-oriented OCB further explain on the extra dimensions on the contribution of innovation and creativity. The change-oriented OCB playing an important role to sustain the competitive advantage of the organization.(Vigoda-Gadot, 2012)
3. Author found that there is the negative relation between perception of politics and transformational leadership style.(Vigoda-Gadot, 2012)
4. The author suggest that the transformational leadership style with high-quality LMX tends to reduce the perceptions of politics among the employees by support and recognition.(Vigoda-Gadot, 2012)
5. LMX is strongly correlated with change-oriented OCB. In addition, LMX is strongly

correlated with OCB directly towards individuals. The author believes that a good relationship between public employees and their supervisors will encourage the innovation and creativity.(Vigoda-Gadot, 2012)

6. From the result of the survey, there is a direct positive correlation between transactional leadership and change-oriented OCB, however, it is a negative correlation between transformational leadership and change-oriented OCB.(Vigoda-Gadot, 2012)

To review the whole article, the author has not clearly declared the conclusion 1 what is the meaning of different patterns means included all types like Great Man, transactional etc, or only specifically to the transactional and transformational leadership that is the area that the author interest. The unclear information will be caused confusion to reader and it will be much better if author clearly divided into different sections according to the hypotheses. The loose structure in the analysis part caused on confusion, moreover, it is better to recall the literature that support the result will be better, it will provide a full picture and better argument support. Normally, researchers will let reader know which statistical software is used, so it will be better if the author indicate the software e.g. SPSS or SAS is applied.

The author did not quote the descriptive statistic inside the article, it would be better and let reader understand more about the sample population like the proportions of gender, the job nature, it will provide a brief idea to the reader the demographic characteristic of the samples. In addition, the information of the standard deviation is missing in the article, the standard deviation can provide reader a clear picture on the variance on the survey.

2.6.3 Validity

Author applied exploratory factor analysis to ensure the validity of the change-oriented OCB scale and its uniqueness when compared with the conservative scale of OCB (both IND-OCB and ORG-OCB). The author also applied an ordinary multiple regression analysis and additional regressions with interaction effect to test the moderating relationship of POPS (all p values are for two-tailed test is smaller than 0.05). Discriminant validity means if two measures that should not be correlated/related and proof that they are not related actually, author apply the testing of correlation to test each variable for discriminant validity. (Vigoda-Gadot, 2012) To increase the validity of the survey, the best way is to increase the sampling size and apply the random sampling method. In this article, the author only proceeds the survey in one medical center, the representativeness of the data is relatively low, to increase the validity, we can consider proceeding the survey in 2-3 more medical center. The larger number of the sampling will increase the validity and the representativeness but the research course will be increased.

2.7 Limitation

The author did realize the sample source is homogeneous as it is from one health care center only. It is not recommended to apply the findings in other public sector since different public sector will have different environment, professional requirement and culture.(Vigoda-Gadot, 2012) For example, in the air traffic control department, it requires a high standard of accuracy and hierarchy, while for a social enterprise, it require a high level of autonomy and innovation. The data only from health care center unable to apply in other public sector with different nature. The other limitation that observed is that the data is only collected in one health center and we are unable to allocate if the size of the center is large, medium or small, it even cannot represent all health care center as the number of employees will directly affect the efficiency of LMX.

Author mentioned that the data is collected in Israel, it may be not applicable to other situation in other countries.(Vigoda-Gadot, 2012) It is true as different countries has different culture.

Author also mentioned that the data source might have the problem of twisted distribution of variables, however, it is a common limitation of social science research which is unavoidable but can improve the degree of biases.

2.8 Lesson learnt

From this article, I have learnt the importance of time management; be detail orientated and research ethics.

2.8.1 Time management and organization

The planning on the whole research is important, it will provide a timeline and monitoring the process as it is time consuming for data collection and verification. Verification means after the data is collected, research need to filter if the respondents do not have duplicated answers or contradictive answer before entering the statistic software. Even the author did not mention the duration of data collection, however, if the planned sample size is large, we do need to reserve for more time for data collection and verification. Time management is one of the critical criteria for research. Regarding the organization of the research process, the coordination with respondents and target organization, the technique to negotiate with the management and respondents, a proper organization on the time, venue of the survey will be help.

2.8.2 Handling the research data

A comprehension plan for privacy protection is very important for research, it not only increase a high level of research ethics but also will attract more respondents. The data protection plan needed to be started from research planning. Researchers need to list out all the necessary steps and action taken, from this article, I have learnt that the following area need to be included in my future research

- a) Consent from respondents and his/ her organization.
- b) The arrangement how the survey is proceeded. Is the data will be collected face-to-face or via e-mail. The venue is arranged with full privacy or not. The data is collected by researcher or the representative of the researcher.
- c) The duration of the data kept, and the place of the data kept.
- d) Who will have the authority to access the data?
- e) When the research is complete, how the data will be destroyed.

It is necessary to indicate the captioned point in our research paper, readers can know the privacy of the respondents are being respected and the validity of the research is high,

2.8.3 Sampling, survey distribution and Data analysis

It is the best if we can arrange a pilot test before proceeding the main survey, it is allowing the research to figure out if there are any risk of misinterpretation or trap of deception. It again, it will increase the validity of the survey. It is better to state clearly the sampling collection method in the research paper, e.g. random sampling or convenience sampling. The sampling method will directly affect the validity of the survey.

The data matching is important, we need to explain if there are any discrepancy on the number of

samples used and the actual number samples data collected, it is to ensure no confusion is created to the reader and data validity will be challenged. In the case happen, we need to provide the detail to reader why there is some discrepancy, is it due to the invalid response or under what reason the data is not being adopted.

2.8.4 Writing style and the research paper construction.

The presentation of the research paper is critical, it directly affect the reader, the better the presentation, more ideas and details the reader can get. From the article, too long paragraph will be caused confusion. Readers easy to out of focus, one idea presented in one paragraph will be more presentable. Suitable sessions are needed, reader can easily allocate if he/ she would like to refer to any literatures or information to review again.

2.9 Conclusion of part II

It is a good learning opportunity for learning how to prepare my future research paper. The area needs to pay extra attention like the data protection and importance of presentation of the article. In addition, it is a good practice to learn how to search for academic journal, information and how to distinguish good journals.

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REVIEW ON THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN PUBLIC SECTOR IN THE CONTEXT OF HONG KONG NEW PUBLIC MANAGEMENT.

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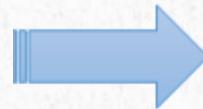
Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

Research question: With the impact of NPM, the public service tends to be customer orientated, this trend encourage the LMX in public sector, the study is going to investigate the correlation between OCB and LMX.

Keywords: LMX, OCB, Social exchange theory, NPM, public service quality

Traditional Public Administration

- Before late 1970s
- Red Tape
- Procedure oriented
- Bureaucratic and hieratical
- Less focus on LMX
- Lack of OCB



New Public Management

- Started in late 1970's in UK and other Western countries.
- Better government accountability
- Decentralization
- Empowerment of customer satisfaction.
- Focus on the quality of LMX
- Concern on OCB in public sector

1.0 Abstract

Organizational Citizenship Behavior (OCB) refers to individual employees eagerness to take extra-role without extra paid.(Zeinabadi & Salehi, 2011) According to Organ (1998), OCB means individual behavior is voluntary, indirectly or obviously will be documented by formal rewarding system, the individual effort will accumulate improve the efficiency and effectiveness of the organization. (Zeinabadi & Salehi, 2011). To maximize the profit with a relative low cost and the flexibility of the private sector setting, private sector the concept of OCB is broadly adopted as researches reflected that it is effectively improve the organization efficiency and favor innovation and creativity without investigate a large amount of capital in salary. The concept of OCB is seldom discussed or implied in public sector, it is due to bureaucratic structures and red tapes under the traditional public administration. With the impact of New Public Management, the paradigm shift from bureaucratic to managerialism. The increasing demand on customer satisfaction and improvement on efficiency, some of the public organization adopted the concept of managerialism, the decentralization of power provides a certain flexibility to the public manager to arrange and assign the works according to the actual working situation. NPM provide flexibility to supervisor to manage his/ her own team, the quality of Leader-Members Exchange (LMX)will be critical to influence the OCB and the service quality. With the impact on the demand on public service quality improvement, OCB in public sector in Hong Kong is worth to investigate.

1.1 Literature review

Ground Theory: Social Exchange Theory

- Social exchange theory is a multi-disciplinary conceptual paradigm not a single theory: management, social psychology, and anthropology.
- According Cropanzano & Mitchell, 2005 social exchange theory is a brunch of conceptual models instead.
- With reference to Mitchell, Cropanzano,& Quisenberry, 2012, all social exchange theories consider as social life, this involves a series of chronological communications between two or more parties.
- There are six exchange resources: love, status, information, money, goods and services. We can classify them into two dimensions, one is particularism, another is concreteness.
- Particularism refer to the properties that are undivided adherence like love and status, the properties are not measured by monetary values.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- With a good quality of social exchange will bring up two benefits to the organization, the economic and socioemotional outcome.
- To summarize, three popular features are: (a) performer's initial attitude towards the recipients. (b) The recipient's mutual response in both behavioral and attitudinal. (c) formational of the relationship.

1.2 Definition of variables

1.2.1 Leader-Member Exchange (LMX)

- LMX is driven from social exchange perception. According to Grane & Uhl- Bien, 1995 It refers to the supervisors form different kind of exchange relationships with their subordinates, through this communication process, it create commitment to that subordinate embrace to respect their supervisors extra support.

1.2.2 Organizational Citizenship Behavior (OCB)

- According to Grant & Mayer 2009, OCB means employees eager to contribute to the organization they belongs to, the contribution made is beyond to the written job request stated in employees' contract.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

1.2.3 Concept of New Public Management

- Introduced in 80's from UK and Australia
- Encourage bottom up approach
- Implementation of managerialism
- Focus on efficiency and client satisfaction instead of red tapes

1.2.4 Public service quality

- The capability of the organization to encounter or surpass the client expectations is called service quality.
- Service is an intangible products, the “products” are created and consumed at the same time. The involvement of human during service delivery will probability created the deviation of the “products” quality and the client expectation is different among individuals. This behavioral process is difficult to trace or control.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- The increment of client satisfaction is one of the key objective in NPM, to reach this target favor the leaders eager to promote OCB by LMX.

1.3 Research Gap

- Researches done on the area of OCB in public sector mostly in Western countries e.g. UK. Australia. The culture of Western countries is different from Asian countries, it is a research gap of the OCB in Asia context.
- The impact of NPM in the context of OCB in Hong Kong
- The difference on OCB in private and public sector in Hong Kong

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

Conclusion:

Viewed with over 20 journal articles, the ground theory of Social Exchange Theory is broadly discussed and evaluate, the information is enough to support for literature review on my coming research. However, since the economic benefit bring by LMX in public sector is intangible, it is better to figure out the mechanism on the economic impact bring by LMX. We can consider the social impact to represent the economic effect.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

The purpose of my research, the tentative hypotheses as follows:

- With the impact of NPM, the quality of LMX between supervisor and subordinates positively improved. (H1)
- The improved quality of LMX improved the OCB in public sector. (H2)
- The quality of the public service, it is to proof that if the improved LMX and OCB will positively contribute to the public service quality (H3)
- LMX => OCB=>Public service quality.

Quantitative research method will be applied and the scale for the hypotheses as follows:

H1: LMX-7, area to take into account: respect, trust and obligation.

H2: OCB: The scale used by Williams and Anderson (1991) and Vigoda-Gadot 10-item scale for testing the individual OCB and organizational OCB.

H3: Service quality, the scale of SERVQUAL

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

Sampling method will be done by random sampling method. The construct target with the public servants in Hong Kong public sector (higher education institutes; early care service institutes and healthcare institute), target to have the valid sample data is 200-300, therefore need to distribute at least 3000 constructs out as the average return rate for random sampling in Hong Kong is around 7%.

The estimated outcome will be positive for all three hypotheses with the impact of NPM. Before drafting the actual construct, will review more articles to ensure the covering of the literature and the direction of the construct is a right way.

Part II: Methodology

2.1 Article selection

The “Change-Oriented Organizational Citizenship Behavior in Public Administration: The Power of Leadership and the Cost of Organizational Politics” that published on “Journal of Public Administration Research and Theory, July 2012.

The impact factor of this journal is 3.907.

Why this article?

- Most of the journal touch on OCB are based on private sector setting
- This journal touch on correlation on LMX and OCB based on public sector setting and under the context of NPM
- It is a good reference and inspiration for my future research.

2.2 Introduction of the selected article

- Clearly stated two goals:
 - The impact of change-oriented OCB in traditional public sectors
 - The correlation between change-oriented and different variables: leadership style, LMX and perceptions of organizational politics (POPS).
- Definition on the variables: LMX, OCB and leadership style – transformational and transactional leadership

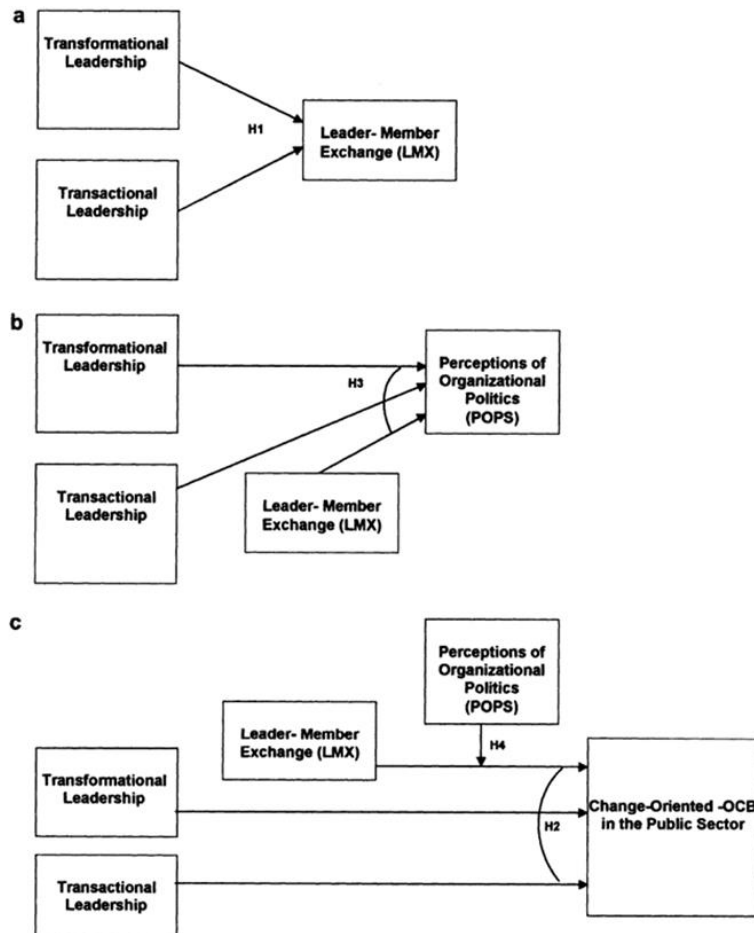
2.2.1 Area to improve in introduction part?

- Adding the keywords before the introduction session.
- Clearly state the research question or research gap
- Better to add the literature about the ground theory of LMX – social exchange theory

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

2.3 Research Methodology of the selected journal

- The author has adopted the quantitative analysis and make up four hypotheses.



“H1: In the public sector, perceptions of transformational and transactional leadership styles will be positively related to the quality of LMX relationships.”

“H2: Perceptions of transactional and transformational leadership and the quality of LMX relationships will be positively related with the change-oriented OCB of public employees”

“H3: In the public sector, perceptions of transformational leadership, transactional leadership, and the quality of LMX relationships will be negatively related to POPS.”

“H4: POPS moderate the relationship between the quality of LMX and change-oriented OCB in the public sector”

Source: Vigoda-Gadot, E., & Beerli, I. (2011). Change-oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics. *Journal of Public Administration Research and Theory*, 22(3), 573-596.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- The author has set up age, years of service and education as control variables.
- By applying the exploratory factor analysis to make sure the validity of the change-oriented OCB scale and its uniqueness compared with the conservative scale of OCB.
- Ordinary multiple regression analysis and additional regressions with interaction effect to test the moderating relationship of POPS and all p values are for two-tailed tests.

2.3.1 Scale development

- *Change-oriented OCB*: Author applied nine-item scale developed through a multistage process by Morrison and Phelps (1999) and used subsequently in a study by Bettencourt (2004)
- *Organizational Citizenship Behavior*: The primary scale based on the scale used by Williams and Anderson (1991) and Organ and Konovsky (1989), second scale by Morrison (1994) 10-item scale.

Transformational and transactional leadership: Author applied the five items scale from Podsakoff, Mackenzie, Moorman, and Fetter (1990) and Podsakoff et al. (1996) and applied the Bettencourt (2004) for study the change-oriented OCB.

LMX: It was measured by a five-item scale of Graen, Liden, and Hoel (1982)

Perceptions of Organizational Politics (POPS): It was measured by a six-item scale taken from Ferris et al. (1989).

Among the four hypotheses, H2 and H4 are most attractive for my research as the hypotheses are related to the quality of LMX and OCB in public sector.

2.3.2 Sampling

- The samples are drawn from an Israel public medical center with a wide spectrum of health services like diagnostic, therapeutic service. The survey covers both medical and administration department.
- Sample pairing is needed (supervisor – subordinates), the author stated that after the completion of data collection, 17 direct supervisors were requested to fill in the evaluation of their subordinates, the matching is based on the last four digits of the staff ID.

2.3.3 Reliability test on the construct: (Cronbach alpha)

- Change-oriented OCB: 0.97
- Organizational Citizenship Behavior: 0.89
- Transformational and transaction leadership: 0.97
- LMX: 0.93
- Perceptions of Organizational Politics: 0.83

2.3.4 Comment on the sampling and data analysis part

- the return rate is 90%, out of 240 participants, there are 217 sets data returned. The return rate is relatively high.
- Not sure if the sampling method is random sampling or convenience sampling as author did not clearly state out the sampling selection method.
- When we go through the data analysis part, the sample size is only 209, there are no explanation the discrepancy of the information, the accuracy and the reliability of the result is being challenged.
- It is better to state clearly if any pilot test is applied
- It is better to indicate which statistical software is used e.g. SPSS or SAS

2.4 Research Ethics

- The article mentioned that author has got the approval from the authorities of the medical center.
- It did not mention if any consent in written form or verbally were given to the respondents.
- The respondents have rights to stop the survey at any stage by selecting a simple option.
- The article mentioned that all data collected will be only viewed by researcher only, no personal information will be disclosed to the management of the medical center.
- The pairing method is applied in this case and the matching method by the staff ID, the management can allocate who has been participated in the survey, the confidentiality is not well protected.
- A direct return method was applied, it is to increase response rate and to ensure only the researchers able to view the collected data. Author believed that it can protect the personal information of the respondents will not disclosed to the management of the health center.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- The contacts of the respondents are protected by full anonymity.
- No data will be transferred to the health center and no record of respondents that agree or refuse to participated in the survey will be provided to the health care center.
- All the research data will be kept with the researcher throughout the study.

2.4.1 Comments on research ethics

- In the article, it does not mention if the researcher did have any briefing session to let respondents understand more on the survey or further evaluation on the survey.
- There is no evidence to show the author has any action to avoid the trap of deception.
- It is better to have a short statement to declare how to handle the data, duration that the data keep and how they destroy the data when the research is completed

2.5 Validity

- Author applied exploratory factor analysis for the validity of the change-oriented OCB scale.
- Ordinary multiple regression analysis and additional regression to test the moderating effect on POPS. (all the statistical data with p value for two tailed test <0.05)
- Regarding the discriminant validity, author applying the correlation to examine each variables.

2.6 Data Analysis

- The factor analysis shown three clear-cut factors of change-oriented OCB, OCB directed toward Individuals, and OCB directed toward the Organization.
- There is different patterns were found in the attempts to relate leadership styles, LMX, and POPS with the three dimensions of OCB (change-oriented OCB, IND-OCB, ORG-OCB). These findings support change-oriented OCB as a behavior that is both related to classical OCB factors (IND-OCB and ORG-OCB), at the same time also separate and distinct from them in several ways.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- The classic OCB theories reflect good citizenship encourage employees devote more effort to the organization. The change-oriented OCB further explain on the extra dimensions on the contribution of innovation and creativity. The change-oriented OCB taking an important role to sustain the competitive advantage.
- Another finding is the negative relation between perception of politics and transformational leadership style.
- The author suggest that the transformational leadership style with high-quality LMX can help to reduce the perceptions of politics among the employees by support and recognition.
- The statistic also found that LMX is strongly correlated with change-oriented OCB and LMX is strongly correlated with OCB directly towards individuals. The author believes that a good relationship between public employees and their supervisors will encourage the innovation and creativity.
- The data found out that direct positive correlation between transactional leadership and change-oriented OCB, however, it is a negative correlation between transformational leadership and change-oriented OCB.

2.7 Limitation

- The author mentioned that the sample source are homogeneous as it is from one health care center only. It cannot apply with other public sector as they might have different work environment.
- The data is collected in Israel, it may be not applicable to other situation with different culture.
- The data is collected in the health care setting, it may be not suitable to apply in different public sector with different setting, e.g. education institutions.
- The data may be biased by some twisted distributions of variables, it is a common limitation of social science research.

2.8 Author review

- Author mentioned that it can have better control over other possible factors like organizational type, types of tasks, or type of work environment.
- Author suggest to apply more advanced statistical analyses for testing causality (i.e., Structural Equation Modeling) or those that are useful in testing multilevel models.

Review on the Organizational Citizenship Behavior (OCB) in public sector in the context of Hong Kong New Public Management.

- Proceed the same survey but in different organizational settings and culture
- Adding more variable e.g. service climate and personality, it can strengthen the degree on correlation and significant on leadership, politics and OCB.

2.9 Lesson Learnt

- The importance to state clear about the handling method of the research data.
- The importance to state clear if any consent (written form or verbally) to the respondents.
- In order to increase the reliability of the survey, pilot test on the construct and briefing session of the survey is necessary.
- Keep a clear and simple presentation method. Too long paragraph easy to create confusion.
- Suitable explanation on the discrepancy on the research data.
- The importance of the data handling, it will directly influence the return rate.