



European Journal of Management and Business Economics

Public sector motivational practices and their effect on job satisfaction: country differences

Susana de Juana-Espinosa, Anna Rakowska,

Article information:

To cite this document:

Susana de Juana-Espinosa, Anna Rakowska, (2018) "Public sector motivational practices and their effect on job satisfaction: country differences", European Journal of Management and Business Economics, <https://doi.org/10.1108/EJMBE-02-2018-0027>

Permanent link to this document:

<https://doi.org/10.1108/EJMBE-02-2018-0027>

Downloaded on: 19 April 2018, At: 02:20 (PT)

References: this document contains references to 86 other documents.

The fulltext of this document has been downloaded 34 times since 2018*

Access to this document was granted through an Emerald subscription provided by All users group

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Public sector motivational practices and their effect on job satisfaction: country differences

Public sector
motivational
practices

Susana de Juana-Espinosa

Business Organization, University of Alicante, Alicante, Spain, and

Anna Rakowska

Business, Maria Curie-Skłodowska University, Lublin, Poland

Received 1 December 2016
Revised 12 August 2017
10 November 2017
Accepted 15 November 2017

Abstract

Purpose – The purpose of this paper is to explore the effects of job satisfaction practices for public sector employees through a cross-national approach.

Design/methodology/approach – A multi-group analysis was carried out using SmartPLS3 among non-teaching employees of public universities in Poland and Spain.

Findings – The results show a positive relationship between motivational factors and job satisfaction; however, there is no evidence that the variable “country” introduced significant differences.

Originality/value – The research findings contribute to a better understanding of job satisfaction for public employees and provide empirical evidence on the relationship between job satisfaction and public culture.

Keywords Public sector, Job satisfaction, Multi-group analysis, Cross-country research, Public service provision

Paper type Research paper

Introduction

To meet the demands of today’s society, the strategic goals of public sector organisations (PSOs) have progressed from merely looking for efficient and effective service provision to truly providing public service, based on the theoretical framework of public service dominant logic theory (PSDL) (Osborne, 2010; Osborne *et al.*, 2012). Among the innovations developed by PSDL, one is the acknowledgement of the role of public employees as internal customers (Azêdo and Alves, 2013; Hiedemann *et al.*, 2016).

Therefore, PSOs must encourage those human resource management (HRM) practices that positively affect the motivation and satisfaction of their human capital, which in turn will lead to better performance (Hung, 2012; Vandenabeele, 2009). The term “motivation” in this paper does not refer to the public sector motivation theory (Perry and Wise, 1990; Perry, 1997) but to the concept of an “individual’s degree of willingness to exert and maintain an effort towards organizational goals” (Franco *et al.*, 2002, p. 1). Job satisfaction is considered as “a positive (or negative) evaluative judgment one makes about one’s job or job situation” (Weiss, 2002, p. 175). Subsequently, considering public employees as internal customers implies tailoring their motivation and satisfaction policies to their specific circumstances.

© Susana de Juana-Espinosa and Anna Rakowska. Published in the *European Journal of Management and Business Economics*. Published by Emerald Publishing Limited. This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

The authors would like to thank the anonymous reviewers for the constructive remarks, helpful comments, and recommendations for improvement. They have contributed greatly to the quality of the paper.



European Journal of Management
and Business Economics
Emerald Publishing Limited
2444-8451
DOI 10.1108/EJMBE-02-2018-0027

A country's cultural values could influence the perceptions of job satisfaction and its determinants, so public employees from different cultures may display different levels of job satisfaction, although the literature is inconclusive on this topic. Indeed, the phenomenon of globalisation and the wave of reforms in which PSOs all over the world are currently engaged have caused a worldwide interest in how to improve public service provision by enhancing public employees' job satisfaction. Nonetheless, there is little research regarding how HRM practices affect public employees' job satisfaction in a cross-national context, which might be useful to develop a universal construct.

The following questions therefore arise: How should public managers motivate their internal customers? Does the use of specific human resource practices have a different effect on the job satisfaction of public sector employees under a cross-national perspective? Are these practices universal, implying that public sector culture is stronger than country culture and public managers can learn from other similar institutions in other countries? This study addresses these questions using a survey among the non-teaching staff of public universities in Poland and Spain. The data analysis is conducted using SmartPLS3, which fits small samples, and through a multi-group analysis. The results provide empirical information useful to policy makers interested in formulating a HR policy that caters to their employees' needs and promotes satisfaction.

Literature review and hypotheses

According to McPhee and Townsend (1992, p. 117), job satisfaction is "a positive emotional state resulting from the perception of one's job as fulfilling or allowing the fulfilment of one's important job values, providing these values are compatible with one's physical and psychological needs". Job satisfaction may also refer to the degree to which job needs are fulfilled and the extent to which the employee perceives that fulfilment (Porter, 1962; Rich *et al.*, 2010). In other words, job satisfaction is a combination of what employees feel about their job and what they think about the various aspects of their job (Locke, 1976).

Many antecedents or determinants influence job satisfaction. Herzberg *et al.* (1959) differentiate between motivators or intrinsic aspects of the job and hygiene factors or extrinsic aspects of the job. In addition, some authors add a third type of determinant regarding relationships at work (Drabe *et al.*, 2015; Pelit *et al.*, 2011) following the perspective of the social exchange theory (SET) (Blau, 1964; Emerson, 1976). Social exchange involves a series of interactions that generate obligations. These interactions are usually interdependent and contingent on the actions of another person.

Based on reciprocity, employees develop exchange relationships with their managers and the organisation. SET posits that there are certain HRM practices and cultural values such as fairness, opportunities for personal growth, enthusiasm for the job and good reputation that significantly affect public employees' motivation and attitude (Bellou, 2010; Gould-Williams, 2016). In addition, perceived organisational support (POS) and perceived managerial support (PSS) influence these interactions (Rakowska *et al.*, 2015).

Perceived support and perceived organisational justice as determinants of job satisfaction. Eisenberger *et al.* (1986) define POS as the employees' perception that the organisation values them and their welfare. POS assumes that, when employees perceive support from their organisations, they reciprocate by working hard to improve organisational effectiveness (Brunetto *et al.*, 2013). In turn, this behaviour fulfils employees' social needs (Kurtessis *et al.*, 2015), enhancing their job satisfaction (Malhan, 2006), organisational commitment (Rhoades and Eisenberger, 2002), and organisational citizenship behaviour (Tekleab and Chiaburu, 2011), as well as causing a reduction in turnover intentions also for public sector employees (Coyle-Shapiro and Kessler, 2003; Kim and Stoner, 2008).

Regarding PSS, extant research confirms that managerial support affects exchanges between managers and subordinates (Wayne *et al.*, 1997), helps employees deal with their

job requirements (Bakker *et al.*, 2004), and builds confidence in the decisions of the leader (Macey and Schneider, 2008). Trust in relationships between superiors and subordinates creates a climate that improves job engagement and satisfaction (Ellinger *et al.*, 2010; Podsakoff *et al.*, 1996), even for public sector employees from different countries (Kim, 2014):

H1. Perceived organisational and managerial support have a positive effect on the job satisfaction of public employees.

Employees' feelings and behaviour in their work environment depend also on their perception of organisational justice and fairness (Inoue *et al.*, 2010), which affect engagement, job performance, and job satisfaction (Inoue *et al.*, 2010; Rayton and Yalabik, 2014; Saks, 2006). Perceived organisational justice refers to honesty and fairness perceived in the job environment (Greenberg, 1990; 2011; Price and Mueller, 1986; Moorman, 1991). The feelings of fairness and distributive justice have their roots in Adams' equity theory regarding employees' concerns regarding the distribution of outcomes and resources (Adams, 1965). As Cohen-Chara's (2011) meta-analysis confirms, both dimensions are quite intertwined. Chen *et al.* (2015) studied the role of perception of organisational justice in PSOs, evidencing its relation to administrative performance appraisal and organisational commitment.

Many authors emphasise that it is not the HR practices themselves but the way they are perceived what significantly influences employee behaviour (Ostroff and Bowen, 2016). In this context, perception of support from the organisation and managers, as well perception of organisational justice and fairness should influence public employees' job satisfaction:

H2. Perceived organisational justice and fairness positively influence public employees' job satisfaction.

Rewards as determinants of job satisfaction. As it was mentioned before, Herzberg's two-factor theory (Herzberg *et al.*, 1959) affirms that job satisfaction's determinants may involve extrinsic rewards (e.g. monetary compensations, job security, or promotions), and intrinsic rewards (e.g. respect from colleagues, training and development opportunities, or challenging work assignments) (Coomber and Barriball, 2007; King, 1970; Saks, 2006). Specifically, Jun *et al.* (2006) state that participation in training programs had a positive effect on the employees' level of self-confidence, being happier with their organisation, and report that rewards and recognition are key in enhancing employees' job satisfaction.

Although previous research states that studies on job satisfaction among private sector employees cannot be applicable to public employees due to their different reward systems (DeSantis and Durst, 1996), public managers should not neglect extrinsic and intrinsic factors' influence on job satisfaction (Gerhart and Fang, 2014; Mottaz, 1985; Maidani, 1991; Sousa-Poza and Sousa-Poza, 2000; Sanjeev and Surya, 2016). In any case, intrinsic rewards are more effective in PSOs (Bullock *et al.*, 2015; Crewson, 1997; Cowley and Smith, 2014). In the same vein, Judge *et al.* (2010) state that the level of compensation has only a slight effect on the level of employee satisfaction, becoming even a detriment in some cases (Deci, 1975):

H3. Intrinsic rewards will affect the job satisfaction of public employees.

H4. Extrinsic rewards will affect the job satisfaction of public employees.

Effects of country culture on job satisfaction. Considering public employees as internal customers implies tailoring motivation and satisfaction policies to their specific circumstances to improve effectiveness. National culture has been deemed a significant influence on the behaviour of private sector employees (Drabe *et al.*, 2015; Hofstede, 1984; Hofstede *et al.*, 2010; Sousa-Poza and Sousa-Poza, 2000) and public sector employees

(Bouckaert, 2007; Gerhart and Fang, 2014; Rufin *et al.*, 2014). Therefore, the effect of the same HRM policies should be different for the public employees from different countries (Brunetto *et al.*, 2013; Chordiya *et al.*, 2017; Hu, 2014; Huang and Van de Vliert, 2003; Liden *et al.*, 2014; Matheson and Kwon, 2003).

Although studies confirm national culture's role on employee behaviour, a number of researchers (Christensen and Lægheid, 2007; Milne, 2007; Vandenabeele and Van de Walle, 2008) argue that the bureaucratic nature of PSOs influences the attitudes and interests of public employees. Podger (2017) posits that the drivers of a strategic approach to public HRM are similar across countries. For that reason, specific motivational practices for public employees could have similar effects on job satisfaction regardless of the country of application. Still, Franco *et al.*'s (2002) theoretical research on motivation for public employees shows that while organisational factors (mainly structure and culture) directly affect the results of HRM policies, the broader cultural framework will also influence said organisational culture and the way employees and clients relate in the process of public service provision. The question, then, is if national culture prevails over other factors such as a bureaucratic organisational culture:

H5. The relationship between job satisfaction and its determinants will vary across countries.

Method

Administration personnel from two universities, one in Poland and one in Spain, answered a standardized quantitative survey (translated from English to the respective languages) about job satisfaction, perceived justice, perceived support and preferred rewards. The control variables were age, gender, and studies. This research was performed in two similarly sized public institutions (in number of students and personnel), with bureaucratic structures.

The data comprises 171 responses, 72 from the Spanish institution and 99 from the Polish one, from employees working in purely clerical positions belonging to the technocratic part of the organisation. The low response rate owes to the adverse feelings towards answering a questionnaire for somebody in their working place, especially considering previous situations that led to negative repercussions as a result of climate surveys, and despite the strong assurances for anonymity. The data set had only three missing values, which were replaced by the mean value since they did not have a systematic pattern and any imputation method should work (Hair *et al.*, 2010). In addition, two questionnaires were invalidated. Harman's (1976) single factor test indicated that it is unlikely that the results may be affected by common method variance (Podsakoff and Organ, 1986). As we can see, both samples are quite similar, as shown in Table I. Both groups are markedly feminine staff, most of them belonging to the generation *X* and well educated. Therefore, no sample particularities may alter the interpretation of the results.

SmartPLS 3.0 (Ringle *et al.*, 2015) was used to compute the model and the multi-group analysis (PLS-MGA). The PLS approach is useful and convenient when dealing with small samples in terms of robustness and statistical power (Reinartz *et al.*, 2009; Hair *et al.* 2013), particularly in management research (Hair *et al.*, 2012, 2013). A composite-based method was preferred to a factor-based method for the sake of robustness (Rigdon, 2012).

All the constructs were based on reflective items (Diamantopoulos *et al.*, 2008) using Likert scales (from 1 to 5). The items for each construct were obtained and adapted from the literature, where possible, to comply with content validity (Table II). Some items had to be depurated for the model to be valid.

Results and discussion

In the end, the model resulted in five working constructs: job satisfaction, perceived justice, perceived support (encompassing POS and PSS), intrinsic rewards, and extrinsic rewards.

	Group 1: Spain		Group 2: Poland		Total	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
<i>Gender</i>						
Total	72	42.1%	99	57.9%	169	25.1%
Male	23	31.9%	20	20.2%	43	25.1%
Female	48	66.7%	77	77.8%	125	73.1%
<i>Age</i>						
< 34 (Gen Y)	2	2.8%	34	34.3%	36	21.1%
> 35- < 49 (Gen X)	44	61.1%	46	46.5%	90	52.6%
> 50- > 65 (Gen BB)	26	36.1%	18	18.2%	44	25.7%
<i>Education</i>						
Secondary school	15	20.8%	14	14.1%	29	17.0%
Bachelor degree	22	30.6%	7	7.1%	29	17.0%
MA/MSc	32	44.4%	74	74.7%	106	62.0%
PhD	3	4.2%	3	3.0%	6	3.5%

Table I.
Sample characteristics

Public sector
motivational
practices

	Mean	SD	Loadings	Cronbach's α	Composite reliability	AVE	References (adapted)
Job satisfaction (JS)	3.85	0.91		0.83	0.90	0.75	Saks (2006)
All in all, I am satisfied with my job	3.917	0.957	0.92				
In general, I don't like my job (Reversed)	3.714	1.171	0.74				
In general, I like working here	3.929	1.000	0.92				
Perceived Justice and fairness (PJ)	3.16	0.933		0.86	0.90	0.64	Price and Mueller (1986), Greenberg (1990), Moorman (1991)
Job decisions are made by the manager in a biased manner (Reversed)	3.375	1.213	0.81				
To make job decisions, managers collect accurate and complete information	3.266	1.085	0.82				
All job decisions are applied consistently to all affected employees	3.089	1.140	0.72				
The outcomes I receive reflect the effort I have put into my work	3.190	1.220	0.82				
My work schedule is fair	3.167	1.194	0.82				
Perceived support (PS)	3.34	0.97		0.93	0.95	0.71	Eisenberger <i>et al.</i> (1986) (short version), Eisenberger <i>et al.</i> (2002)
I feel that my organisation really cares for my personal aims and values	2.905	1.065	0.80				
I feel that my organisation creates an environment where I can perform best	3.166	1.075	0.85				
Help is available from my organisation when I have a problem	3.337	1.161	0.80				
My supervisor really cares for my personal aims and values	3.320	1.179	0.84				
My supervisor creates an environment where I can perform best	3.420	1.164	0.87				
I can trust my boss to back me up on decisions I make at work	3.589	1.156	0.86				
My manager is supportive of my ideas and ways of getting things done	3.613	1.195	0.89				
Extrinsic rewards (ER)	2.65	1.08		0.73	0.84	0.64	Saks (2006)
A pay raise	2.238	1.390	0.74				
A promotion	2.290	1.247	0.84				

Table II.
Constructs/indicators

(continued)

	Mean	SD	Loadings	Cronbach's α	Composite reliability	AVE	References (adapted)
More freedom and opportunities	2.864	1.120	0.83				
Intrinsic rewards (IR)	3.25	0.95		0.80	0.87	0.62	Saks (2006)
Respect from the people you work with	3.805	1.163	0.78				
Praise from your supervisor	3.268	1.399	0.83				
Training and development opportunities	3.290	1.228	0.76				
More challenging work assignments	3.036	1.305	0.78				

Table II.

According to Coomber and Barriball, (2007), job satisfaction can be studied as a whole concept (global approach) or focussing on specific areas (facet approach). This study uses the global approach and a multi-item construct (Saks, 2006) because of the many positions under analysis.

Table II describes the final constructs. Although PSS and POS were to be considered separately, the model showed a better fit when combining all the support-related items in one construct, even though all PSS items present higher mean values than the POS items. This concurs because POS influences the quality of the supervisor-subordinate relationship, and therefore the PSS (Eisenberger *et al.*, 2002; Wayne *et al.*, 1997). Regarding the items of the perceived justice and fairness construct, Table II shows that unbiased job decisions have the highest mean value, whereas the lowest mean value belongs to having all job decisions consistently applied to all affected employees. Among the intrinsic rewards, public employees seem to prefer the perception of respect from their colleagues, whereas having more challenging work assignments comes in last place. As for the extrinsic rewards, Table II also confirms that pay rises are less valued than other rewards and compensations.

All constructs comply with the reliability indicator (outer loadings > 0.7), internal consistency reliability (Cronbach's $\alpha > 0.7$; composite reliability > 0.8), and convergent validity (AVE > 0.5) (Table II). Discriminant validity was tested using the Fornell-Larker criterion (Fornell and Larcker, 1981) as shown in Table III.

The PLS algorithm computed a model, after 300 iterations, which was later used as a basis for the multi-group analysis. This model fit criteria are $R^2 = 0.50$ (acceptable), adjusted $R^2 = 0.49$ (acceptable), SRMR = 0.08 (valid), and NFI = 0.78. The path coefficients and their significance are shown in Table IV.

The assessment of the results states that perceived support, perceived justice, and intrinsic rewards have significant positive effects over public employees in general. Most of the

	JS	PJ	PS	ERW	IRW
JS	0.86				
PJ	0.63	0.80			
PS	0.66	0.82	0.84		
ERW	0.44	0.41	0.44	0.80	
IRW	0.60	0.58	0.68	0.54	0.79

Table III.
Discriminant validity

Table IV.
Path coefficients and
PLS-MGA results:
Country effect
(Bootstrapping 5000
iterations)

Original sample	M	SD	t-statistics	Path coefficients		t-values (Poland)	t-values (Spain)	Path coefficients abs. difference	Interval coefficients			
				(Poland)	(Spain)				2.5% (Poland)	97.5% (Poland)	2.5% (Spain)	97.5% (Spain)
PJ → JS	0.24	0.09	2.81**	0.15	0.29	1.22	1.85	0.14	-0.11	0.37	-0.03	0.58
PS → JS	0.27	0.10	2.60**	0.35	0.10	2.79**	0.53	0.25	0.09	0.59	-0.26	0.45
ERW → JS	0.11	0.05	0.93	0.19	-0.16	1.45	0.84	0.35	-0.06	0.44	-0.43	0.21
IRW → JS	0.22	0.08	2.78**	0.15	0.29	1.25	2.34*	0.14	-0.10	0.36	0.06	0.54

Notes: *p-value < 0.05; **p-value < 0.01

parameters have similar weights, except for the path coefficient of extrinsic rewards, which is not significant. Therefore, *H1*, *H2*, and *H4* are accepted. The rejection of *H3* concurs with the literature stating that intrinsic rewards prevail over extrinsic rewards in PSOs (Bullock *et al.*, 2015; Crewson, 1997; Cowley and Smith, 2014).

The next step is the multi-group analysis. Table IV also presents the results of the non-parametric test for the multi-group analysis, following Hair *et al.*'s (2017) recommendations to overcome the limitations of the parametric test. None of the differences of the coefficients is significant. Therefore, there are no country effects on job satisfaction according to this model, thus failing to support *H5*.

Keeping these findings in mind, we can describe the country models to understand the characteristics of each group's samples. The R^2 for the Polish group model is 0.55, and for the Spanish group it is 0.43 (t -value of the difference: 1.19, p -value: 0.23, confirming the lack of country effect). The results in Table IV suggest that, as with the general model, extrinsic rewards do not have a significant direct effect over the job satisfaction of the respondents of both countries. However, the rest of the parameters display different behaviours: Polish respondents only show a direct, positive effect of perceived support on their job satisfaction, whereas Spanish respondents express a significant, direct effect of intrinsic rewards. The depth of the public budget cuts in Spain might explain this result.

To analyse if other variables could be affecting this relationship, we use socio-demographic control variables (gender, age, and educational level) for moderating effects, using PLS-MGA. Table V indicates that gender, age, and educational level do not make a difference either. These results do not concur with Bellou (2010), Drabe *et al.* (2015), or Sanjeev and Surya, (2016), respectively. This is a matter for further investigation.

Conclusions, limitations, and future lines of research

Considering public employees as actors of the value determination process is still an innovative concept in the public sector research. The nature of PSDL implicates the involvement in the provision of public services of professionals and users. However, while the latter are often subject of research, the role of public employees as internal customers has received little attention. Its relevance increases if we take into account the current hostile environment for PSOs, which in turn may affect their performance because of unsatisfied employees not contributing to the creation of public value.

When looking at the determinants of job satisfaction for public employees, few studies provide cross-country analysis, and no consensus exists on the effect of those determinants, as with monetary rewards. The results of this study show that public managers should be aware of the motivating force of intrinsic rewards and of the lack of significant drive of extrinsic rewards, particularly money-related ones. Furthermore, the surveyed employees do not perceive a significant difference between the effects of managerial and institutional support. Bureaucracy, norms, and rules limit the behaviour of managers, who must behave "following

	Gender		Education		Age		
	Male-Female	Secondary-Bachelor	Bachelor-Master	Secondary-Master	Gen Y-Gen X	Gen Y-Gen BB	Gen X-Gen BB
PJ → JS	0.06	0.33	0.03	0.30	0.43	0.47	0.04
PS → JS	0.04	0.61	0.30	0.31	0.01	0.10	0.11
ERW → JS	0.31	0.36	0.16	0.52	0.22	0.13	0.09
IRW → JS	0.20	0.01	0.04	0.05	0.44	0.31	0.13

Notes: * p -value < 0.05; ** p -value < 0.01

Table V.
PLS-MGA results:
Path coefficients
differences (in
absolute value);
gender, education,
and age effect
(Bootstrapping
5000 iterations)

the letter of the law” and have limited decision power. Finally, public HRM could introduce innovative practices to increase the perception of justice and fairness of procedures as a way to increase employees’ satisfaction.

The results show no overall significant country differences. Public service identity seemingly weights more in determining public employees’ job satisfaction than country specifics, endorsing the universal aspect of the bureaucratic culture overriding country effects (Podger, 2017). The socio-demographic elements have also proved insignificant sources of change, reaffirming the strength of the bureaucratic culture over other parameters. Likewise, the joint construct “perceived support” reinforces the lack of country effects in favour of the bureaucratic culture effect. Therefore, public managers could learn and adapt other PSOs’ practices to increase their own performance. To evaluate the consistency of these findings, future research could replicate this study in significantly culturally different countries and using a broader assortment of PSOs. A qualitative study could also enrich these quantitative findings.

References

- Adams, J.S. (1965), “Inequity in social exchange”, in Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Vol. 2, Academic Press, New York, NY, pp. 267-299.
- Azêdo, D. and Alves, H. (2013), “Internal marketing practices in health care and their influence on nurse motivation”, *Home Health Care Management & Practice*, Vol. 26 No. 2, pp. 92-100.
- Bakker, A.B., Demerouti, E. and Verbeke, W. (2004), “Using the job demands-resources model to predict burnout and performance”, *Human Resource Management*, Vol. 43 No. 1, pp. 83-104.
- Bellou, V. (2010), “Organisational culture as a predictor of job satisfaction: the role of gender and age”, *Career Development International*, Vol. 15 No. 1, pp. 4-19.
- Blau, P.M. (1964), *Exchange and Power in Social Life*, Wiley, New York, NY.
- Bouckaert, G. (2007), “Cultural characteristics from public management reforms worldwide”, *Research in Public Policy and Management Analysis*, Vol. 16 No. 2, pp. 29-64.
- Brunetto, I., Xerri, M., Shriberg, A., Farr-Wharton, R., Shacklock, K., Newman, S. and Dieng, J. (2013), “The impact of workplace relationships on engagement, well-being, commitment and turnover for nurses in Australia and the USA”, *Journal of Advanced Nursing*, Vol. 69 No. 12, pp. 2786-2799.
- Bullock, J.B., Stritch, J.M. and Rainey, H.G. (2015), “International comparison of public and private employees’ work motives, attitudes, and perceived rewards”, *Public Administration Review*, Vol. 75 No. 3, pp. 479-489.
- Chen, S., Wu, W., Chang, Ch., Lin, Ch., Kung, J., Weng, H., Lin, Y. and Lee, S. (2015), “Organisational justice, trust, and identification and their effects on organisational commitment in hospital nursing staff”, *BMC Health Services Research*, Vol. 15 No. 1, p. 363.
- Chordiya, R., Sabharwal, M. and Goodman, D. (2017), “Affective organizational commitment and job satisfaction: a cross-national comparative study”, *Public Administration*, Vol. 95 No. 1, pp. 178-195.
- Christensen, T. and Lægveid, P. (2007), “The whole-of-government approach to public sector reform”, *Public Administration Review*, Vol. 67 No. 6, pp. 1059-1066.
- Cohen-Chara, Y. (2011), “The role of justice in organisations: a meta-analysis”, *Organisational Behavior and Human Decision Processes*, Vol. 86 No. 2, pp. 278-321.
- Coomber, B. and Barriball, K. (2007), “Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature”, *International Journal of Nursing Studies*, Vol. 44 No. 2, pp. 297-314.
- Cowley, E. and Smith, S. (2014), “Motivation and mission in the public sector: evidence from the world values survey”, *Theory and Decision*, Vol. 76 No. 2, pp. 241-263.

-
- Coyle-Shapiro, J.A. and Kessler, I. (2003), "The employment relationship in the U.K. Public sector: a psychological contract perspective", *Journal of Public Administration Research and Theory*, Vol. 13 No. 2, pp. 213-230.
- Crewson, P.E. (1997), "Public-service motivation: building empirical evidence of incidence and effect", *Journal of Public Administration Research and Theory*, Vol. 7 No. 4, pp. 499-518.
- Deci, E.L. (1975), *Intrinsic Motivation*, Plenum Press, New York, NY.
- DeSantis, V.S. and Durst, S.L. (1996), "Comparing job satisfaction among public- and private-sector employees", *Public Personnel Management*, Vol. 26 No. 3, pp. 327-343.
- Diamantopoulos, A., Riefler, P. and Roth, K. (2008), "Advancing formative measurement models", *Journal of Business Research*, Vol. 61 No. 12, pp. 1203-1218.
- Drabe, D., Hauff, S. and Richter, F.N. (2015), "Job satisfaction in aging workforces: an analysis of the USA, Japan, and Germany", *The International Journal of Human Resource Management*, Vol. 26 No. 6, pp. 783-805.
- Eisenberger, R., Huntington, R., Hutchinson, S. and Sowa, D. (1986), "Perceived organisational support", *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L. and Rhoades, L. (2002), "Perceived supervisor support: contributions to perceived organizational support and employee retention", *Journal of Applied Psychology*, Vol. 87 No. 3, pp. 565-573.
- Ellinger, A.D., Ellinger, A.E., Hamlin, R.G. and Beattie, R.S. (2010), "Achieving improved performance through managerial coaching", in Watkins, R. and Leigh, D. (Eds), *Handbook for the Selection and Implementation of Human Performance Interventions*, Jossey-Bass, San Francisco, CA, pp. 275-298.
- Emerson, R.M. (1976), "Social exchange theory", *Annual Review of Sociology*, Vol. 2 No. 1, pp. 335-362.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50.
- Franco, L.M., Bennett, S. and Kanfer, R. (2002), "Health sector reform and public sector health worker motivation: a conceptual framework", *Social Science and Medicine*, Vol. 54 No. 8, pp. 1255-1266.
- Gerhart, B. and Fang, M. (2014), "Pay for (individual) performance: issues, claims, evidence and the role of sorting effects", *Human Resource Management Review*, Vol. 24 No. 1, pp. 41-52.
- Gould-Williams, J.S. (2016), "Managers' motives for investing in HR practices and their implications for public service motivation: a theoretical perspective", *International Journal of Manpower*, Vol. 37 No. 5, pp. 764-776.
- Greenberg, J. (1990), "Organizational justice: Yesterday, today, and tomorrow", *Journal of Management*, Vol. 16, pp. 399-432.
- Greenberg, J. (2011), "Organisational justice: the dynamics of fairness in the workplace", in Zedeck, S. (Ed.), *APA Handbook of Industrial and Organisational Psychology*, Vol. 3, American Psychological Association, Washington, DC, pp. 271-327.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2013), "Partial least squares structural equation modeling: rigorous applications, better results and higher acceptance", *Long Range Planning*, Vol. 46 Nos 1/2, pp. 1-12.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th ed., Pearson Education International, Upper Saddle River, NJ.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2017), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 2nd ed., Sage, Thousand Oaks, CA.
- Hair, J.F., Sarstedt, M., Pieper, T.M. and Ringle, C.M. (2012), "The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications", *Long Range Planning*, Vol. 45 Nos 5/6, pp. 320-340.
- Harman, H.H. (1976), *Modern Factor Analysis*, 3rd ed. revised, University of Chicago Press, Chicago, IL.

- Herzberg, F., Mausner, B. and Snyderman, B.B. (1959), *The Motivation to Work*, Wiley, New York, NY.
- Hiedemann, A.M., Nas, G. and Saporito, R. (2016), "A public service-dominant logic for the executive education of public managers", *Teaching Public Administration*, Vol. 35 No. 1, pp. 66-87.
- Hofstede, G. (1984), *Culture's Consequences: International Differences in Work Related Values*, SAGE Publications, London.
- Hofstede, G., Hofstede, G.J. and Minkov, M. (2010), *Cultures and Organisations: Software of the Mind*, 3rd ed., McGraw-Hill, New York, NY.
- Hu, Q. (2014), "Performance differences among four organisational commitment profiles", *Journal of Applied Psychology*, Vol. 90 No. 6, pp. 1280-1287.
- Huang, X. and Van de Vliert, E. (2003), "Where intrinsic job satisfaction fails to work: National moderators of intrinsic motivation", *Journal of Organisational Behavior*, Vol. 24 No. 2, pp. 159-179.
- Hung, C.L. (2012), "Internal marketing, teacher job satisfaction and effectiveness of central Taiwan primary schools", *Social Behavior and Personality*, Vol. 40 No. 9, pp. 1435-1450.
- Inoue, A., Kawakami, N., Ishizaki, M. and Shimazu, A. (2010), "Organisational justice, psychological distress, and work engagement in Japanese workers", *International Archives of Occupational and Environmental Health*, Vol. 83 No. 29, pp. 1432-1246.
- Judge, T.A., Piccolo, R.F., Podsakoff, N.P., Shaw, J.C. and Rich, B.L. (2010), "The relationship between pay and job satisfaction: a meta-analysis of the literature", *Journal of Vocational Behavior*, Vol. 77 No. 2, pp. 157-167.
- Jun, M., Cai, S. and Shin, H. (2006), "TQM practice in maquiladora: antecedents of employee satisfaction and loyalty", *Journal of Operations Management*, Vol. 24 No. 6, pp. 791-812.
- Kim, H. (2014), "Transformational leadership, organisational clan culture, organisational affective commitment and organisational citizenship behavior: a case of South Korea's public sector", *Public Organisation Review*, Vol. 14 No. 3, pp. 397-417.
- Kim, H. and Stoner, M. (2008), "Burnout and turnover intention among social workers: effects of role stress, job autonomy and social support", *Administration in Social Work*, Vol. 32 No. 3, pp. 5-25.
- King, N. (1970), "Clarification and evaluation of the two-factor theory of job satisfaction", *Psychology Bulletin*, Vol. 74 No. 1, pp. 18-31.
- Kurtessis, J., Eisenberger, R., Ford, M.T., Buffardi, L.C., Stewart, K.A. and Adis, C.A. (2015), "Perceived organisational support: a meta-analytic evaluation of organisational support theory", *Journal of Management*, Vol. 43 No. 6, pp. 1854-1884.
- Liden, R.C., Wayne, S.J., Liao, L. and Meuser, J.D. (2014), "Servant leadership and serving culture: influence on individual and unit performance", *Academy of Management Journal*, Vol. 57 No. 5, pp. 1434-1452.
- Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organisational Psychology*, Rand McNally, Chicago, IL, pp. 1297-1349.
- McPhee, S.D. and Townsend, L.J. (1992), "A study of organisational commitment and job satisfaction among air force occupational therapy officers", *Military Medicine*, Vol. 157 No. 3, pp. 117-121.
- Macey, W.H. and Schneider, B. (2008), "The meaning of employee engagement", *Industrial and Organisational Psychology*, Vol. 1 No. 1, pp. 3-30.
- Maidani, E. (1991), "Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors", *Public Personnel Management*, Vol. 20 No. 4, pp. 441-448.
- Malhan, I.V. (2006), "Developing corporate culture in the Indian university libraries", *Library Management*, Vol. 27 Nos 6/7, pp. 486-493.
- Matheson, A. and Kwon, H.S. (2003), "Public sector modernisation: a new agenda", *Journal on Budgeting*, Vol. 3 No. 1, pp. 7-23.
- Milne, P. (2007), "Motivation, incentives and organisational culture", *Journal of Knowledge Management*, Vol. 11 No. 6, pp. 28-38.

- Moorman, R.H. (1991), "Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship?", *Journal of Applied Psychology*, Vol. 76 No. 6, pp. 845-855.
- Mottaz, C. (1985), "The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction", *The Sociological Quarterly*, Vol. 26 No. 3, pp. 365-385.
- Osborne, S. (2010), "Delivering public services: time for a new theory?", *Public Management Review*, Vol. 12 No. 1, pp. 1-10.
- Osborne, S., Radnor, Z. and Nasi, G. (2012), "A new theory for public service management? Toward a (public) service-dominant approach", *The American Review of Public Administration*, Vol. 43 No. 2, pp. 135-158.
- Ostroff, C. and Bowen, D. (2016), "Reflections on the 2014 decade award: is there strength in the construct of HR system strength?", *Academy of Management Review*, Vol. 41 No. 2, pp. 196-214.
- Pelit, E., Öztürk, Y. and Arslantürk, Y. (2011), "The effects of employee empowerment on employee job satisfaction", *International Journal of Contemporary Hospitality Management*, Vol. 23 No. 6, pp. 784-802.
- Perry, J.L. (1997), "Antecedents of public service motivation", *Journal of Public Administration Research and Theory*, Vol. 7 No. 2, pp. 181-197.
- Perry, J.L. and Wise, R. (1990), "The motivational bases of public service", *Public Administration Review*, Vol. 50 No. 3, pp. 367-373.
- Podger, A. (2017), "Enduring challenges and new developments in public human resource management: Australia as an international experience", *Review of Public Personnel Administration*, Vol. 37 No. 1, pp. 108-128.
- Podsakoff, P.M. and Organ, D.W. (1986), "Self-Reports in organisational research: problems and prospects", *Journal of Management*, Vol. 12 No. 4, pp. 531-544.
- Podsakoff, P.M., MacKenzie, S.B. and Bommer, W.H. (1996), "Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organisational citizenship behaviour", *Journal of Management*, Vol. 22, pp. 259-298.
- Porter, L.W. (1962), "Job attitudes in management: i. Perceived deficiencies in need fulfilment as a function of job level", *Journal of Applied Psychology*, Vol. 46 No. 6, pp. 375-384.
- Price, J.L. and Mueller, C.W. (1986), *Handbook of Organizational Measurement*, Pittman, Marshfield, MA.
- Rakowska, A., de Juana-Espinosa, S. and Valdés-Conca, J. (2015), "Determinants of organisational commitment for public administration employees: a theoretical model with an international perspective", *Proceedings of 2015 Makelearn Conference, Portoroz, June*, available at: www.tokenpress.net/ISBN/978-961-6914-13-0/papers/ML15-343.pdf (accessed 15 January 2016).
- Rayton, B.A. and Yalabik, Z.Y. (2014), "Work engagement, psychological contract breach and job satisfaction", *The International Journal of Human Resource*, Vol. 25 No. 17, pp. 2382-2400.
- Reinartz, W., Haenlein, M. and Henseler, J. (2009), "An empirical comparison of the efficacy of covariance-based and variance-based SEM", *International Journal of Research in Marketing*, Vol. 26 No. 4, pp. 332-334.
- Rhoades, L. and Eisenberger, R. (2002), "Perceived organisational support: a review of the literature", *Journal of Applied Psychology*, Vol. 87 No. 4, pp. 698-714.
- Rich, B., LePine, J.A. and Crawford, E.R. (2010), "Job engagement: antecedents and effects on job performance", *Academy of Management Journal*, Vol. 53, pp. 617-635.
- Rigdon, E.E. (2012), "Rethinking partial least squares path modeling: in praise of simple methods", *Long Range Planning*, Vol. 45 Nos 5/6, pp. 341-358.
- Ringle, C.M., Wende, S. and Becker, J.M. (2015), "SmartPLS 3. Boenningstedt: SmartPLS GmbH", available at: www.smartpls.com (accessed February 25, 2016).

-
- Rufin, R., Bélanger, F., Medina-Molina, C., Carter, L. and Sánchez-Figueroa, J.C. (2014), "A cross-cultural comparison of electronic government adoption in Spain and the USA", *International Journal of Electronic Research*, Vol. 10 No. 2, pp. 43-59.
- Saks, A.M. (2006), "Antecedents and consequences of employee engagement", *Journal of Managerial Psychology*, Vol. 7 No. 21, pp. 600-619.
- Sanjeev, M.A. and Surya, A.V. (2016), "Two factor theory of motivation and satisfaction: an empirical verification", *Annals of Data Science*, Vol. 3 No. 2, pp. 155-173.
- Sousa-Poza, A. and Sousa-Poza, A.A. (2000), "Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction", *The Journal of Socio-Economics*, Vol. 29 No. 6, pp. 517-538.
- Tekleab, A.G. and Chiaburu, D.S. (2011), "Social exchange, empirical examination of form and focus", *Journal of Business Research*, Vol. 64 No. 5, pp. 460-466.
- Vandenabeele, W. (2009), "The mediating effect of job satisfaction and organisational commitment on self-reported performance: more robust evidence of the PSM-performance relationship", *International Review of Administrative Sciences*, Vol. 75 No. 1, pp. 11-34.
- Vandenabeele, W. and Van de Walle, S. (2008), "International difference in public service motivation: comparing regions across the world", in Perry, J.L. and Hondeghem, A. (Eds), *Motivation in Public Management: The Call of Public Service*, Oxford University Press, Oxford, pp. 223-244.
- Wayne, S., Shore, L. and Liden, R. (1997), "Perceived organizational support and leader-member exchange: a social exchange perspective", *Academy of Management Journal*, Vol. 40 No. 1, pp. 82-111.
- Weiss, H.M. (2002), "Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences", *Human Resource Management Review*, Vol. 12 No. 2, pp. 173-194.

Corresponding author

Susana de Juana-Espinosa can be contacted at: susana.espinosa@ua.es