

# **THE OCB IN THE PUBLIC ADMINISTRATION OF RURAL AREAS WITH LOW POPULATION AND MINOR INFRASTRUCTURE**



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# 1. INTRODUCTION

We live in a globalized world, supported by the information age, where breaking the physical barriers of trade may result in having a small company of Portugal that competes directly with a multinational corporation of Japan. In this changeable and uncertain context, new forms of organization have been investigated in order to create competitive advantages beyond the technical and financial characteristics of the organization.

In the last two decades has appeared a growing interest in empowering the people who form part of the organization with a view to develop behaviour beyond their contractual obligations that improve both the domestic environment and the final efficiency of the organizational activity. This interest results from the need of an organizational viability in a complex economic and constantly changing scenario, which requires employees with supra-role behaviours that goes beyond their duties and allows the company adaptability to changing needs.

This non-contractual and beneficial behaviour for organizational level is known as organizational citizenship behaviour, henceforth OCB, and includes actions as supporting colleagues, creating initiatives or spreading disinterested and positive propaganda of the organization. This concept has been widely developed in consecutive studies of ORGAN (1988).

The OCB was not created from nothing; to flourish in an organization we have to take into account another concepts or determinants that favour it, as the psychological climate (the perception that members have of the environment where their activity is carried out), job satisfaction (the feelings that members show on their tasks), organizational commitment (the responsibility of the members to the organization) and motivation (the personal considerations that make each member deal with work more or less devoted), among other variables. These concepts are more widely described in the section of individual determinants of the OCB.

Studies that refer to OCB focus mainly on a business environment that seeks economic benefits on the organizational level. That's why most of them refer to interactions of the aforementioned concepts to promote these behaviours among members in order to improve the organization. The main reason of this point results from the fact that most of the investigations are aimed at the private sector, led by the economic advantages of its proper implementation. Such advantages are not so

appreciable in public sector nor other types of non-profit organizations such as NGOs or social or cultural organizations.

On the other hand, there have been studies on OCBs oriented towards public administrations, (for example, KIM, 2006 and PANDEY, WRIGHT MOYNIHAN, 2008), modifying some concepts adapted to peculiarities of the public sector. The first study shows how organizational context affects the determinants of the OCB, this case wants to highlight particularly the influence of the characteristics of Asian culture on these determinants. The second study shows the relationships that exist among the determinants of the OCB in public sector, such as PSM, altruism, and ICB. These studies seek to extrapolate the economic benefits to the benefits that employees, the organization and society at large would get when using public administrations. To do so they include another determinant of the OCB called "public service motivation", henceforth PSM (PERRY AND WISE, 1990), which responds to orientation of public employees in order to improve their performance with the purpose of making and generate benefit for the society and its members.

However, if we itemise the public sector, we find a practically ignored scenario by any study that is quite common in Spain, councils in rural areas with less than 500 inhabitants. Spain assesses 8115 municipalities, 3800 of which are less than 500 inhabitants, which represents almost half of the Spanish municipalities (data from the National Institute of statistics, INE).

After seeing the disparity of investigations between the private and the public sector, my intention is going further and analysing a very particular scenario that has not been considered yet, the running of the administrations public of populations with less than 500 inhabitants, since in Spain this areas are usually ignored by any investigation case. In order to detect whether the OCB of these populations have the same characteristics defined in other studies in which resource scarcity or low population are not taken into account, this will be my organizational context.

In my opinion this kind of local councils cannot face the competencies established for municipalities more populated, due to the large disadvantages which are produced due to economic scarcity and geographical handicaps in fields such as infrastructure, distance from centres of population with basic services and the dispersal distribution of these municipalities, which in many occasions are sums of districts or shantytowns distributed by the municipality.

It becomes necessary to find out how OCB can save or reduce these obstacles, and to detect the factors that drive it so as to embed it in other municipalities with the same characteristics that are not working properly for the above mentioned problems.

This research aims to find out how the OCB can favour the operation of public administrations with the characteristics described, levelling the balance between economic and geographic deficiencies and the proper functioning of services that should dispense a council.

More specifically intends to analyze the importance of the factors of job satisfaction, organizational commitment, interpersonal citizen behaviour, psychological climate and mission valence, in order to establish a common pattern for all the members who act in these administrations, driven by the OCB.

It is expected that after specifically identifying the factors and its relevance, we can get to apply a model to create efforts oriented to establish an ideal environment that awakens and promote the reasons that people have to behave according OCB.

To summarize, the structure of this paper is as follows; we will first show the theoretical concepts of the OCB, explaining its determinants and adding the specific studies in the administrations public. Then we will discuss the features of the organizational context where we will carry out the study, particularly in rural areas with low demographics, and the consequences that can have on the determinants of the OCB. After, we will explain the methodology used to address this particular case, which includes how fieldwork has been carried out by a triangulation of evidence sources. Finally, we will explain the results and we will elaborate a conclusion where we will propose how OCB can be implemented or enhanced in this type of organizational context.

## **2. THEORETICAL FRAMEWORK**

This study is based on previous investigations about OCB and PSM, which are oriented to public administrations, so we will see the interaction in the concepts of both study fields in order to analyse how organizational context influences on results and relationships. The objective is to determine the importance of the organizational context selected in the OCB of public administrations.

### **2.1 DEFINITION OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS**

To get started, it is necessary to define the concept of OCB and discuss several of its dimensions and categories contributed by different authors through their studies.

The **OCB** has been defined as the discretionary behaviours that exceed the requirements of a job and, at the aggregate level, facilitates the proper functioning of the company. These positive behaviours emerge as organizationally pertinent extra-role behaviours and political behaviours, such as full and responsible organizational participation. (CUMMINGS, VAN DYNE, GRAHAM DIENESCH, 1994). The OCB being discretionary implies that behaviour is not a requirement of the job description, or carries associated rewards, by what is considered own and optional behaviour of each person without expecting anything in return.

The OCB can improve the efficiency and productivity of both employee and organization, a premise that all researchers agree. This means that the adoption of responsibilities and tasks not previously defined, manifested in support to employees and the organization aims, develop the OCB in a competitive advantage that cannot be plagiarise or transferred since it comes from the employees own perceptions and beliefs (ORGAN, 1988).

This voluntary nature of employees to do an effort beyond its obligations is an essential component for an effective organizational performance. Different levels of extra-effort employees cannot be explained by a difference in their technical skills, rather by a difference in their personal characteristics. (BARNARD, 1938).

Although the OCB comes from the personal characteristics of employees, there is a series of indicators that can outline which employees will be more likely to show an OCB. It is important to consider two dimensions of the OCB, the OCBI and the OCBO. (WILLIAMS, 1988). The **OCBI** is the discretionary behaviour that is aimed towards people, this behaviour includes extra services to customers, good practices with co-workers and carrying out tasks assigned by their superiors. The **OCBO** behaviour focuses on the objectives of the organization, this corresponds with the available extra disposition of the employees to perform the tasks with higher outcomes than the ones contractually established, leading to a better achievement of the organizational objectives. Because of this, the determinants of the OCB can show which of the two dimensions the employees are more oriented to. These indicators are job satisfaction, organizational commitment and perceptions of justice, state or personality trait characteristics, and leadership behaviours. (MOORMAN, NIEHOFF ORGAN, 1993). In addition to these indicators, we also have to take into account the determinants of the public sector, such as the PSM or altruism.

There are many dimensions and ratings to deepen the OCB; for example, the kind of behaviour has been divided into two different sources; altruism and widespread compliance. Altruism is to directly help another individual when needs help or assistance, thinking on the well-being of another person to perform an action on its behalf. Widespread compliance is an impersonal conscientiousness for doing things right and direct by one itself, rather than for others; this means that you can help others who need support, but with the intention of doing a good personal work more than the necessity to help others because they need it. (SMITH, ORGAN NEAR, 1983)

Five categories of discretionary behaviours have been described too. Altruism, which helps others but also contributes to the efficiency of the group. Conscientiousness, which improves their work and those of the group. Sportsmanship, which increases the amount of time spent on improving the organization. Courtesy, which helps to prevent problems and facilitate useful work time. And finally Civic virtue, which is the commitment and promotion of the interests of the organization. (ORGAN, 1988)

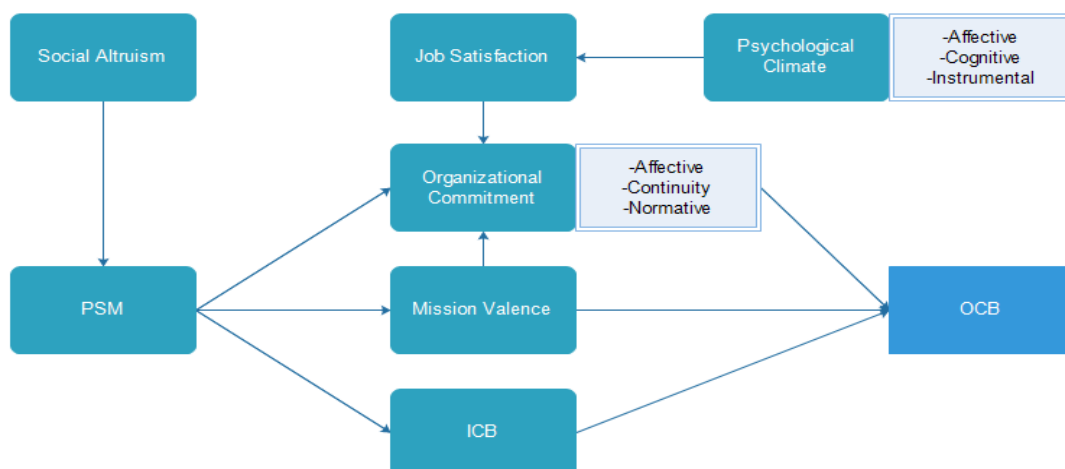
To conclude an observation is highlighted, while these behaviours do not have a contractual reward, it is perceived that many supervisors promote or reward those who carry them out. For example, a person who voluntarily stays longer than the obligatory in a repetitive way to perform tasks that benefit the organization, shall be a person more visible and committed to their superiors, which means that it will be more

likely that they delegated more responsibilities and therefore it will be more likely to ascend.

## 2.2 INDIVIDUAL DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS

In the previous section we briefly named the dimensions of the OCB, now will be explained in depth which ones are going to be used in this study. The choice of these determinants has been carried out taking into account the direct relationships between them, as you can see in the figure below. It has been additionally taken into account the fact that public administration in the chosen organizational context is characterized by flat structures where they have no direct supervisors, so the determinants on supervisor-employee relations have been deleted or included in other terms. Therefore, the determinants selected for this study are **Psychological Climate** and **Organizational Commitment**, both with its three internal dimensions, **Job Satisfaction**, **Mission Valence**, **ICB**, interpersonal citizenship behaviour, **PSM**, public service motivation, and **Social Altruism**. At the same time we have decomposed the **OCB** in two dimensions, **OCBI** and **OCBO**, to see how the determinants have an impact on each of the aspects that form the OCB.

This compilation graph displays the relationships of all the background information that will be discussed below, these relationships have been established through different studies on OCB and PSM.



Source: Own elaboration.



The term **psychological climate** is the interpretation that makes the employees about their work environment. This concept differentiates between the **affective aspect**; related to implication of people and interpersonal and social relations. It is related to the welfare that the employee feels along with his companions while performing their tasks, resulting in a good working environment. **The cognitive aspect**; it is psychological involvement, self-knowledge and personal development that shows and employee feels while occupying his post, this translates into the perception of personal growth experienced by employees at their workplace. Lastly, the **instrumental aspect** of the psychological climate; involvement in tasks and work processes, which represent the value that employees give to their roles and development in the tasks performed for the organization (OSTROFF, 1993). To positively interact with the emergence of the OCB psychological climate is used **the theory of social exchange**, (BLAU, 1964) that emphasizes the role of cognition, perceptions of fairness and reciprocity. The psychological climate encompasses all the perceptions that the employees have on their job, including perceptions of the values of the company, the formal and informal practices, ethics, the co-workers and their own performance and usefulness to the organization.

**Job satisfaction** is defined as the feelings that show employees in their jobs, which corresponds with the affective part of a job. The cognitive part corresponds to the psychological climate. (LEE AND ALLEN, 2002). Job satisfaction is the extent to which an employee likes or dislikes his job. Although this is a general attitude in the workplace and the organization, a number of factors influence the intensity of this determinant, including conditions of work, monitoring, the nature of work, colleagues, compensation and benefits, and personal characteristics.

The concept of **organizational commitment** is identified in the organizations as the bond of loyalty or ownership whereby the worker wishes to remain because of the implicit motivation. It is also understood as the process of identification and belief regarding to the importance of its work and the need and usefulness of the functions carried out at work. Organizational commitment includes the so-called involvement of individuals, satisfaction and enthusiasm for the work.

Organizational commitment is made up of three components, each one of them reflecting a psychological state:

**Affective commitment**: refers to the emotional association of an employee with the organization, so he continues working because he wishes to. It is usual for employees who have an emotional commitment to show a psychological identification

with the company, this leads to a greater involvement in the problems of the organization. It also suggests that the affective commitment increases through higher values of autonomy, responsibility and importance of its work. **Commitment to follow-up and continuity**: refers to the awareness of the costs associated to leave the organization, so that employees remain because they consider that they need employment. These costs can be identified in the investments carried out in the organization as pension plans, purchase of stocks, acquired status or the difficult situation of accessing to another employment. This means that the employee is bounded by time, money and effort invested to the organization. Finally, the **normative commitment**: is associated with the feeling of obligation, due to which employees feel that should remain in the organization. This feeling sometimes comes from the implicit loyalty of the person's own values and sometimes corresponds with the feeling of being indebted to the company for giving them an opportunity or reward the employee rate considerably.

The authors suggest that individuals can experience any of these three components of the commitment, in varying degrees. (MEYER AND ALLEN, 1991)

In addition to previous concepts, which comes directly from the OCB studies and their backgrounds, we have to emphasize that this study is focused on the Government, so it becomes necessary to introduce concepts of the PSM. This branch of the OCB was created as a result of studies and its previous relationships were oriented to the improvement of the results of the organization that will lead to better economic results, so it was necessary an extrapolation of several concepts to implement the sector public or non-profit organizations. This was the term **PSM**, (PERRY and WISE, 1990) that refers to the orientation of public employees so as to advance their performance with the purpose of making and generating good, for society and their components, impacting on the efficiency and effectiveness of the work of the public administrations.

The first concept of the PSM is the **mission valence**, which corresponds with the attraction of employees towards the company mission. There are 6 conditions for the mission appeals to the employees. Difficult but possible, understandable, legitimate, interesting, important and distinctive. (RAINEY AND STEINBAUER, 1999). This means that an employee with a consistent mission valence, considers that its own values and principles correspond to the end for which the organization works. Also, it is considered that the employee feels that the organization does an important work, which translates into a greater commitment by the employee.

We can also highlight the **ICB**, interpersonal citizenship behaviour. It is a concretion of the OCB, while the OCB affects all kinds of behaviours that favour the organization, ICB focuses more closely on helping behaviours aimed to fellow working, and therefore causes an improvement for the organization in general since the tasks of the people who are having more difficulty levels. This lead to increased morale and cohesion of employees (RAINEY AND STEINBAUER, 1999). The PSM is a measure of individual predisposition, but ICB is likely to be formed by the organizational environment too. It is necessary to clarify that the ICB concept may seem similar to the OCBI, but the main difference is that the ICB acts only on other work mates, while the OCBI is a behaviour that embraces to colleagues, customers and superiors.

The ultimate determinant that we will study is **social altruism**, a determinant out of the workplace and that corresponds with the private life of each person. The acts and feelings that has a person for helping society and environment, such as the natural environment, animals and culture. These actions mean selfless gestures in everyday life or belonging to groups or organizations without profit or remuneration, which aim is improving the environment and their beings. This determinant would come within the branch of the PSM as it is considered the first antecedent in the PSM and the OCB emergence.

The concepts explained above have positive and negative repercussions on the job, now we will show certain consequences identified by several authors. We will also add implications of concepts that although they are not the basis of this study, it have been taken into account when assessing the interviews and their conclusions, such as the perception of the role, the behaviours of leadership, individual provisions or the motivational theory.

Job satisfaction is considered as the best factor to boost the OCB. Job satisfaction decreases absenteeism and stress, which reduces the possibility of the employee to try to find another job. (ORGAN, 1997)

The commitment to the organization is another background factor of the OCB, this is related with acceptance and belief in the company's objectives, and strong desire to remain in it. (DELUGA, 1995)

The perception of the role in a job can have negative sheds like conflict or ambiguity that affect job satisfaction. The positives ones are the clarity and ease of their role. (PODSAKOFF, MACKENZIE, MAYNES and SPOELMA, 2000)

The leadership behaviours and leader Member Exchange LMX (leader-employee relationship); leadership influences in the provision of the OCB, but this also depends on the relationship of the leader with their employees. Another type of leadership is rewarding these behaviours for the satisfaction and appreciation of it. Leadership influences the OCB indirectly by the perception of the employee of the legitimacy and justice in the workplace (PODSAKOFF, MACKENZIE, MAYNES and SPOELMA, 2000).

The perception of legitimacy is the perception of employees that work send them is just right, according to their skills and responsibilities. If the answer is positive, it will also be it the OCB (MOORMAN, 1991).

The individual provisions are positive and negative affectivity, conscientiousness and disposition. They are also personal characteristics such as extroversion and the willingness to change. Personal characteristics will influence the rest of variables and therefore in a more or less intense OCB. (ORGAN RYAN, 1995)

About motivational theories, we can identify that the motivation of each worker can respond to one of these five factors: intrinsic processes, instrumentals, self-concept-external, self-concept-internal and goal internalization. (LEONARD, BEAUVAIS AND SCHOLL, 1999)

We can also make a subsection with the age of the employee. Young people coordinate their needs with those of the organisation, being more flexible, while more aged persons are more rigid and in accordance with the organization's needs. (WAGNER AND RUSH, 2000)

Personal behaviour can also be explained by a search for intrinsic personal needs; achievement, affiliation, and power. Achievement pushes to excellence, the pursuit of the fulfilment of their tasks, search for challenges or compete. Affiliation seek to establish, maintain, and restore good relations with others. And power makes people look for a status and situations where they have control of the actions of others in their work. (MCCLELLAND 1961)

In addition to these concretions described by various authors, there are relationships shown by several studies where a consecutive order of these factors can be observed, in other words, the emergence of a factor facilitates the emergence of another and reinforces the final concept of OCB.

A high social altruism is much correlated with a strong people PSM, this relationship is quite rational already, a person who use their free time contributing for improvements to society is like to look for a job where he can contribute of this type of paid form paid. Despite that in private sector there are also jobs of this type the clearest option is direct helping public jobs. We consider social altruism as a clear and hard folding precursor of the PSM. This motivation for public service favours the emergence of three concepts that eventually will be defining in a consistent OCB, both the OCBI and OCBO. These three factors are the mission valence, ICB and organizational commitment.

The PSM influences the mission valence in such a way that a high motivation for public services means that, in general, a person who chooses a public employment is because his own beliefs are related to the own mission of public administrations. This translates into people who want to help citizens and at the same time feel identified with the ultimate aim of administration which represents work.

The PSM is also an antecedent of the ICB, this relationship follow a person that helps citizens and at the same time has a high value in public services, in other words, he will be willing to help others in their work environment and sharing an endeavour to the same values in all aspects. Employees will have a strong cohesion between them when they have high values of social altruism and PSM, it even could be generated in private sector and therefore the ICB factor appears in them.

Finally, the PSM also affects organizational commitment, although in a different way in its three variants. On the one hand, a strong PSM is closely related to the affective aspect, since the employee will remain at the company that it wants, and that desire is support in their own beliefs to the organization. However a consistent PSM will not have a relationship directly with the aspect of continuity, since a person with PSM does not remain in his post because the cost of seeking another job is too high, but because his tenure is due to their beliefs. Finally, a single PSM influence partially the facet regulations, since they want to be in the administration, but not as an obligation instead of doing the right thing with its principles. In short, the PSM very positively affects the cognitive aspect, also plays a role in legislation but in lower intensity just to have consistency with the continuity.

Following the antecedents of organizational commitment, we will now describe how psychological climate affects job satisfaction, and how the latter affects the organisational commitment.

The psychological climate is formed by three factors, the affective perception of employee who has about interpersonal relationships, the cognitive or psychological involvement and self-knowledge, and instruments or their involvement in the work tasks. It is easy to understand that any of these three factors at high levels to promote a high job satisfaction, especially the affective a good working relationship with your teammates usually report levels of satisfaction higher than personal involvement or development tasks. Note that sometimes by personal factors, your perception of the tasks that you develop is more important than the emotional factor. It is important to note that low levels of some of these factors can affect your job satisfaction in greater intensity if other factors have high levels, so that the compensation is not totally negative. So we can conclude that to have job satisfaction high is required levels of the three factors as a whole.

Job satisfaction acts as antecedent of organizational commitment, but like the PSM, not in the same way in all three factors. A high job satisfaction very positively influence the affective aspect, because besides to want being in the organization, you will stay because of the feeling of well-being that you reported. Like the PSM, job satisfaction will influence the continuity as one incentive not to leave the organization, but will not be as decisive as the money for people who have a high commitment to continuity. Finally, if job satisfaction has a high value since in the psychological climate consisting on the facets of cognitive and instrumental data have been obtained, it is likely to strongly influence in the normative aspect of organizational commitment, since the feeling of your work done correctly is related in importance to the organizational needs. However, if job satisfaction is promoted by the affective aspect of the psychological climate, you will have little positive relationship or even be indifferent factors between them. As a conclusion we can say that job satisfaction positively affects to every level on the organizational commitment, but depending on which aspects of the psychological climate have been the determinants for satisfaction, it affects differently the facets of organizational commitment.

The last antecedent of the organizational commitment is the mission valence. This factor very positively influences the facet regulations, since having belief related to the organization's mission will be to consider very important to the work in the organization since it influences the willingness of the service that the organization provides. On the other hand, the mission valence also positively influence the emotional factor, reinforcing the desire of permanence due to the development a job that gratifies you personally. Finally, this factor is not relevant to fostering continuity associated with costs of finding another job, moreover, could adversely affect.

After these relations among all the background of the OCB, we must emphasize that the OCB is composed of two dimensions, the OCBI and OCBO, which correspond with the aspect of interpersonal relationships and the objectives of the organization.

The three immediately preceding the OCB factors are organizational commitment, mission valence and ICB. Organizational commitment shows that high values in the affective aspect will positively influence both dimensions of the OCB, but not in an overly forceful manner. The aspect of continuity slightly affect the OCBO since if you need to be in this job, you will also try to meet the objectives of the organization to promote labour or at least not to endanger the position. Finally, the normative aspect concerns directly the OCBO showing loyalty and commitment to the organization to help bloom behaviours in the line of the company's objectives.

The mission valence has a very high correlation with the OCBO, since a person showing a marked thought cohesive with the mission of the company, is a likely to have behaviours above the contract because the realization of them are embedded in their own beliefs, and therefore affect positively the objectives of the organization.

The last direct antecedent of the OCB is the ICB, which has a high value in the emergence of the OCBI. ICB is the predisposition to help your teammates, while the OCBI is the predisposition to respond to colleagues, customers and superiors. Simply by the definition of both terms, can be seen that the ICB is an implicit component of the OCBI so a person with a high predisposition to help their colleagues, is also easier to voluntarily show positive behaviours oriented to customers and superiors.

These are relationships and antecedents of the factors that cause an OCB, but it must be kept in mind that these relationships occur in organizational environments and employees who have average characteristics and stable factors which do not substantially affect each concept of the OCB. We believe that this theory can be consistent with employees without special features and cities of medium size, but they can be very disperse environments lacking resources and people living in such environments, since the principles and objectives can vary substantially. In the following we will discuss organizational environment factors that might vary in the showed relations.

The greater or smaller symptom of OCB among public employees will result from the importance, which should be observed in various employees of the aforementioned factors, so it would also be possible to increase the OCB, if we focus on the factors that have less value to the employee.

## **2.3 INFLUENCE OF FACTORS OF THE ORGANIZATIONAL CONTEXT ON THE OCB IN THE DIFFERENT POSTS IN THE PUBLIC SECTOR**

The original OCB described by ORGAN (1988) is aimed at companies, which by their nature, are profit-oriented. This affects also the preparation of the background of the OCB, since behaviours of employees who match the OCB will also be aimed at the most economic benefit of the organization. This principle is altered to focus on it to public administrations. In the sector public no material economic benefit, but the efficiency of its services and in the second instance the self-image of governments to citizens as. This is behaviour typical of the OCB's employees to seek services improvement and no improvement in the benefits of the administration.

This difference in the benefit of the organization private and public forces to include new antecedents covering the new end of the OCB, materializing new determinants and encompassing the parameters of non-economic benefits to the organization in the behaviour of employees.

Previous studies on the OCB in public administrations have shown that under standard circumstances, persons showing signs of OCB have a stronger coherence between their personal characteristics and the mission of the organization that can be found in the private sector. In addition, appear personal qualities of its private life that extrapolated to their jobs. This is important since the OCB in the private sector tends to prioritize the technical skills and loyalty to his profession, being a result of their greater devotion the benefits for the company for their work. We can conclude saying that the relationships established for the OCB in the private sector do not follow the same patterns that public sector, for this reason it is necessary to include new determinants that complete the relationships among the different determinants of the OCB in public sector.

The organizational context also plays a very important role, since its characteristics affect in different intensity each of the determinants. An example of context characteristics can be culture, resources, demography, education or training level, religion, the development of the country or the degree of corruption.

Analyzing the theory of the relations of the different background factors of the OCB in a specific reality away from the normal application environments, we found that there are considerable differences.



These differences are due to all the specific factors that compose the analyzed organizational context, in this case rural areas of low population and minor infrastructures. Now let's look at the different factors and how to influence in the behaviour of the staff of public administrations.

The first factor is that geographical rural areas are commonly isolated, being away from large centres and often in mountainous areas. They also have poor infrastructures that are quite far from access major expressways or highways. In the 21st century, this might seem an irrelevant consideration for the development of an OCB, but this involves considerable daily challenges. Low infrastructure and remoteness from other populations pose one greater effort for the staff of public administrations that do not reside directly in the village, and since most people need technical staff that is not in the village. This is because they use more time to attend his work and also this way rarely has public or private transports suitable for working hours, so they are forced to use their own transport. In situations special but more frequent than you think, these people face varied periodic crisis. These crisis may be floods, rockslides that force to cut the routes of access to the population, or continuous cut of water and electricity. It is not uncommon to find cases in which a population with these characteristics has faced several days of complete isolation with cuts in supplies.

When these situations occur, the staff of the public administration cannot be limited to exercising their contractual duties, or delegate all physical problems to the bailiff of the population. In these cases, public servants regardless of his usual post, perform all kinds of work doing days exceeding more than 10 hours, and of course unpaid form. It is clear that cities also brings disaster, but they have more staff in addition to services prepared for these situations as fire-fighters and the local police, so the responsibility is distributed in a more extensive way. The populations of these characteristics never have local police, and in very rare cases have a fire station near. The only service that have next is the "Guardia Civil" but still tends to be a barracks of this kind to cater to a large number of populations. The problem is that often by landslides, ice or snow, foreign aid may take days to arrive and the responsibility for coordinating available resources rests with the members of the administration, which contain the situation until help can arrive from abroad with the help of locals.

The following factor is the limited budget of these populations, in addition to their limited non-monetary resources. A direct consequence of their budgets is the time that public servants used is in search for maximum number of grants and produce reports to meet the requirements to obtain them. This work might think that form part of

their work, but on many occasions it does not obtaining a grant could lead to serious problems these populations where between 40 and 60 of its budget are regional or state subsidies. It is common that these public servant perform overtime not paid only for this purpose. Another consequence of the lack of an adequate budget, is that importance of the human factor in public administrations grows exponentially according to the gravity of the lack of resources. This causes that problems cannot be solved through external contracts or the use of machinery or municipal holdings, but that is the quality of the human factor and his wit that regulate the efficiency of resolution of all problems that can tell a population with these characteristics.

Another key factor is the quantity and population density of these populations. This factor have a very direct impact on the way to work and behave in public administrations. In such populations, removed the “sense of ant” that is often associated with cities, this means that whatever a citizen or a public servant by the population is visible for practically the entire community and not to perform an obligation or commit any irresponsibility is also censured by the entire population.

This has different implications, on the one hand this effect makes that public servants are permanently supervised by the population itself, which significantly improves its task, already not only due to such supervision. On the other hand, it tends to personally meet with all members of the community and therefore a failure in his job also involves a failure to his acquaintances friends and family. This responsibility also makes that one task is more easily identified by other citizens, so the sense of pride and personal self-realization through a job well done is much higher than in populations of greater demographics. Many times the problems that solve these public offices directly affect the well-being of acquaintances and people close, though it is done unconsciously. This implies a greater effort to a satisfactory resolution increasing their performance and often the hours and attention used in that task.

In this aspect we must also take into account that sometimes can be a negative effect, to existing preferences between the problems of the people most close to the people who work for the administration publishes or even have actions which do not follow the rules simply by the confidence that exerts a particular citizen in official. Anyway if this kind of behaviour are identified, they will be quickly censored by the rest of the population.

Another consequence of these small towns is that it is much easier to you to surface a feeling of patriotism and sense of belonging to a particular community, it is interesting that this feeling appears even among people who are not native and for

different circumstances are residing in these populations. This directly affects the involvement in tasks affecting the population, who are virtually all in public administrations. In addition this sense includes both citizens and officials, by which relations between the administration and the different neighbourhood associations is much narrower, causing disinterested collaborations that have a very important role when there are shortages of resources of all kinds. This is an example of the importance of human capital in this context. Finally should be noted that this proximity makes the barrier between work and private life for public workers is almost non-existent.

The last factor to consider is the number of public servants who exist in the administrations of these populations. In the majority of municipalities within the analyzed context, each type of tasks only has an employee assigned to it, for example there will only be an administrative assistant, only there will be a bailiff, etc. This implies that each employee to feel useful and necessary, even to feel much more reluctant to miss work being aware that affects very negatively to the whole population. Aside from reducing absenteeism from work, this feeling of necessary increases its performance and the amount of hours spent above their contractual day. Another important consequence of this exclusivity in tasks, is that it favours the personal initiatives and overall creativity to be themselves which must take responsible decisions by not having to pay accounts to direct colleagues that they perform the same work.

Finally, this lack of staff, lack of supervision, and coupled with the lack of resources makes appear own protocols in the workplace. This means that on many occasions, the demands of the higher bodies, how state and regional demand certain bureaucratic reporting requirements and roadmaps colliding directly with temporary and working capacity of these municipalities. Employees face the tessitura of provide services efficiently to citizens or meet the established protocols correctly, in the majority of cases these councils opt to modify protocols to adapt them to the reality of the context, since they are aware that the higher bodies to develop these requirements did not take into account the most extreme environments of councils we are analyzing. This causes a variety of ways to do things according to the characteristics of each population. In the majority of cases this is an improvement in the quality of services, but there may also be cases where the continuous degradation of the pre-established protocols can generate a malpractice in their jobs, which finally resulted in sanctions from the governing bodies, being especially damaging economic sanctions for municipalities with scarce resources.

## **2.4 ANALYSIS OF THE ORGANISATIONAL CONTEXT IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIORS AND OUTCOMES**

After analyzing the various factors of the organizational context we can see that some are influential in the different backgrounds of the OCB, favouring or hurting it, but on other occasions we will see that certain behaviours attributed to the good practices of the OCB becomes essential for the proper functioning of public authorities in this organizational context.

In the psychological climate, we can see how this particular context affects the three facets that compose it. The greater sense of permanence that offers small populations also affects its involvement and interpersonal relationships in the emotional aspect. The cognitive aspect, where we have obtained a few minor results, it is because employees consider most important his devotion by the municipality that by his own self in his job. Finally the instrumental aspect also is modified since assuming its own protocols decrease tracking preset processes, this originates that bureaucratic tasks perform a less rigorous form.

We also see that the context has influenced its three facets on organizational commitment. The affective aspect has obtained very positive results since employees who work in these posts show that the vocation towards public services and stay within this context is a sought after and desired, both native and foreign option. Facet of continuity has much more importance for persons who have come from outside the population to these positions, since they not only show that no single work because they have more options, but it is a sample of the current trend of many people improve their quality of life and emigrating from the cities. This aspect that may be more important for natives who wish to stay in the town at all costs, so have had many fewer job options. The last facet, the obligation, also has a particularly related to own protocols that are assumed in such populations, since the incorporation of new personnel can affect negatively, at least until they fit, to the provision of services. This is because that at the beginning it can cost to establish a chain of priorities that benefits all citizens. So in this aspect the commitment is more important with the people than the real technical development tasks.

The mission valence is another history that is modified in this type of context. Most of the employees of public administrations, which develop their duties closer to the citizens, especially often show loyalty by their profession or by the fact of helping citizens who by the mission of the public administrations. Often this perception is fuelled by the increased closeness that exists in these populations between public servants and citizens.

The last factor which we modified to its theoretical description, is the ICB. It is important to note that if you do not get high results in this aspect it is because there is only one person for each type of tasks, labour companionship is much more difficult. This dissonance is due to the lack of personnel in this organizational context. Although it can be seen that in special situations such as natural disasters, you roles each employee personal disappear to form a team which supplement shortfalls in resources. With this we can conclude that the ICB in everyday terms it is difficult to appear, but in special situations getting levels well above the average.

### **3. METHODOLOGY**

The research has a multiple purpose; exploratory (general view regarding a certain little studied reality), descriptive (describe the factors that promote the tested reality) and explanatory (establish the relations of assumptions to establish a theory about this reality), upon the behaviour of organizational citizenship in the administrations public areas with low population and limited resources as an object of study. The generic question is how they get to operate these administrations. From this approach, a number of objectives are sought:

-An analysis on the subjects of public administrations in the context of study, following the patterns of the OCB and PSM. Then find the result of the OCB for the organization.

-Check if relations between factors of previous studies on OCB and PSM in public administrations are preserved if you change the organizational context to areas with previously raised features.

This studio is based on the initial general concepts of the OCB (ORGAN, 1988) and PSM (PERRY and WISE, 1998), and in the subsequent updates of studies which add and specify the original concepts. In our case we have deepened in a little studied branch and that in Spain is very common. After the analysis of previous literature we intend to study these specific cases to establish similarities and differences that is the general theory with a context with special features.

#### **3.1 SELECTION OF CASES**

In this study, the unit of analysis is a public council/administration that rightly reflects the context of an area with low population and limited resources. There are 3800 municipalities of these characteristics in Spain. This means that the unit of analysis is not singular, so the study may be extrapolated to a large number of areas.

To increase the sources of evidence and therefore increase the accuracy of the study, I have selected a municipality where I do the practices at council and can stay to live there during the investigation, by which all selected cases will be available on more than one occasion if you need additional information.

The case selected for the research consists of the following public servants are; the mayor, the administrative assistant, the comptroller, the bailiff, and the professor. Being a small administration, we will analyze all public employees in the area without exception. The mayor has been selected because a case is very particular, because no receives no salary for his post and will be interesting to see if follows a pattern similar to other cases, or if instead the money may be an important factor for motivation. The administrative assistant is continuously in the council by what is considered the purest case of employee of public administrations, also has much experience playing this role, so it could also check if there is some "wear and tear" of motivation since its inception in this position. The comptroller only stay six days at month since also manages two towns more, thus can make me to the idea of if the work environment is similar in their other two workplaces. Bailiff also takes quite a while in his post, and it is the case that commended interrelation with clients of the administrations public since his work is the most visible, we can see if a more direct work with citizens influencing factors that we will discuss. Finally the teacher is facing multiple challenges that have confronted their colleagues in more residential areas, since you must carry a small school with children of various ages, it is a case that has little relationship with other employees, so we can analyze whether their responses are influenced by this aspect. The professor even though that does not depend on the council directly, but from the CRA (grouped rural schools), faces the same organizational context as the rest of the employees of the council, so I thought proper to include it.

### **3.2 DESIGN OF INSTRUMENTS AND PROTOCOLS**

As this case has different public servants, a protocol is necessary. The purpose is to analyze the different factors of the OCB can identify the components to assess its relevance in the end result, then compare them with published studies to find out the discrepancies due to the organisational context where they operate. These data will be collected through interviews in qualitative cutting depth, where they investigate issues prior to entry in these jobs, the activities carried out in place of work and personal and professional motivation to perform their activities. Prior to conducting the interviews is notify the people who form the set of components of the public sector, the time required for their collaboration, the type of activities that are asked and further processing of information obtained. All this is aimed the reliability in the research itself, both the

subjects of analysis since it can follow a logical order of the arguments and conclusions arising from the research.

Components are notified the following prior to the interview: "you will be interviewed for the UJI research work, it will require approximately half an hour for the interview. It included questions related to different fields of work, as well as some on their situation prior to the entry into this post. In the research it will not appear the name of the people, and therefore also the interviewed cases, so you don't have to worry about the publication of your answers. Also the set of interviews will be analyzed from a global vision never individualized, so I appreciate the possible maximum honesty."

For the questions of the interview, we first selected all the factors which we wish to obtain information, which are: social altruism, PSM, psychological climate, job satisfaction, organizational commitment, mission valence, ICB, OCBI and OCBO. After we have identified different Likert scales on OCB and PSM by selecting the questions framed in the foregoing factors that we believe will be more efficient in our study, we have in addition drafted or modified several to adapt them to our special organizational context.

### **3.3 PROCESS OF COLLECTION AND CLASSIFICATION OF EVIDENCE**

Any study must follow a proven methodology that reinforce the consistency of the collection of information and evidence to be able to corroborate the propositions proposed in the model. In this way, it is necessary to collect information from various perspectives in order to compare them and reduce as much as possible the confusing information received due to changes or events outside our control. As a result, for this study, we have chosen three sources of evidence which we describe below:

**-The holding of open face-to-face interviews with all components of the public sector in the area, referred as cases.** In order to build a global reality, such interviews to all the components of the public sector, have been made in this way we can see if the information received is consistent with previous studies on the subject. At this point you should pay attention to two variables that we will try to separate to see their influence on the possible variations in the information received and the results expected.



The first variable is the concrete since they play within the public sector, so are interviews in all positions, it is important to understand that some jobs have no interaction with the public, others have no direct contact with other co-workers, also varying schedules, remuneration and even the exclusive dedication to the people's administration or several administrations. All these considerations will be taken into account in understanding the variations of the replies received between the different cases, added to the other type of variations between cases, which are those who come from the different characteristics and personal situations of the interviewees. He is aware of the difficulty of taking into account these parameters, but for this purpose the research is conducted through different sources of evidence, to see cases from different angles getting implicit information that reinforces the conclusions.

The second variable is which can create variations between this set of cases and the results obtained by other research in the public sector, is the variable of the organizational context, this study is trying to find out what importance have the characteristics of the environment in the information received. This particular environment is characterized by scarce resources in an area of low infrastructure, which will influence the perception of the work since the conditions and requirements are very different from those which can be seen in the same posts in the public sector in areas without these handicaps. On the other hand this context also affect the way of life of patients, and can create large differences in the needs and preferences that have the respondents on vital issues, largely due to the relative "isolation" of these rural areas with respect to more highly populated areas.

**-Direct observation and active interaction between the researcher and the analyzed situation**, for two months I have been doing practices at council where I do research. This involves direct contact between the analysed cases and the reality of work of this type of posts in the public sector. To increase the consistency of the interviews I decided to wait to make them during the last few weeks, this meant to know in depth the cases, both work as personally, and therefore to extract information not said explicitly. This is important since any person interviewed, and as in this case recorded also, tends to be more restrained in their response amid fears that may be reported, while in the protocol I am very specific with the treatment of the information received. For practical purposes he helped me to complete some answers too general or inconclusive.

On the other hand the interaction with the same job that the analyzed cases helped me to understand the challenges and difficulties encountered in their day to day

on the same stations in other areas with more resources, here helped me a lot the professional since he had experience in other administrations public and could tell me first-hand the main differences. Thus I've been involved in situations which reflects the ICB and the OCBI, so it has been very easy to ratify the responses from the interviews with the observed reality. Also the rest of variables that were displayed in the survey also have been able to be checked to a greater or lesser extent, e.g. psychological climate was something watching every day in each of the cases seeing involvement in tasks and relations between different workers.

**-Observing cultural and demographic environment since I will reside in the area during the entire investigation.** This point is very important because to understand the labour and vital preferences of different cases you have to understand that level of life that exists in these little-inhabited rural areas. This city is characterized by a scattered population in more than one dozen neighbourhoods and districts along 7 km of valley, in my case had to walk about 5 km a day to go to the council. This situation was virtually the same for all employees, and is just one example of the involvement in the demographic reality of the area.

When he wasn't at council, I could visit the rest of neighbourhoods and interact with the population, learning that things are valued in this type of scenario that obviously differ substantially from the cities and towns of greater population. The cultural reality and the way of doing things also vary considerably, to appreciate a greater adaptability and versatility to solve situations and a less rigorous to follow labour and social protocols. This is not a whim of the population, but an attitude necessary to face the same problems as in other areas, but with less material and human resources to carry out different actions.

In the process of collecting data should take into account two basic principles, the triangulation of sources and the maintenance of the chain of evidence.

There are various types of triangulation as the researchers or the methodologies, but in our case the information obtained by the sources of evidence used in research have been properly triangulated to corroborate the truth through the use of various data sources simultaneously. This means that we must obtain the same information, to increase the reliability and validity of the study although this otherwise transcribed from several points of view. This research has sought such triangulation through the information obtained directly issued by the cases, obtained by observation and work interaction and information obtained by the coexistence and residence in the same place as the analyzed cases.

Maintenance of the chain of evidence allows other researchers to reconstruct the case. In this study in particular we have explained thoroughly the context of research and activities carried out to strengthen the different sources of evidence, so it not prove difficult to redo research or continue at the point that ends this. In the annexes section were left the questions asked in the interview so that they can be tested or improved in future research. In our study we decided to use these questions that are variants of several previous studies on OCB and PSM, adding minor changes to adapt to the organizational context studied. This decision comes as a result of the alleged importance of the human factor in this context and is therefore sought a PSM greater than in other areas, for this reason, we have tried to questions that they have made to other groups in the sector public were as close as possible to carry out a more reliable comparison. Finally, it should be noted that the factors analyzed have been chosen after creating a link between the findings of various studies of OCB and the presentations made on PSM, being able to understand which factors are driven by others, these relationships are collected in a graphic of compilation in the section on consequences of the OCB.

The data has been made following a particular pattern, making a clear distinction between the database of sources of evidence and research report. The results of the interviews are transcribed in a database to examine them, categorize them and combine them according to the structure followed by previous researchers of the OCB. In this way it will be easier to be able to find out the importance of the context organizational in identifying the differences with the original model. In addition, after her appear specific labour and social characteristics of this organizational context that I've been able to find out during the two months of interaction with this reality. It is important to let the database with properly separate perceptions so that another researcher can have data as they have been obtained, if required to continue the research or for use in other research with different purpose. During the final research report I do apply the various sources of evidence to reinforce the information obtained through the interviews, so we can appreciate small differences with the original database.

	SOC. ALT.		PSM			PSYCHOLOGICAL CLIMATE					ORGANI. COMMIT.				
CASES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
MAJOR	vv	v	vv	o	vv	vv	vv	vv	vv	v	o	vv	o	v	vv
ADMINIS.	vv	vv	vv	v	vv	vv	vv	vv	vv	vv	v	vv	vv	o	v
COMPTR.	vv	vv	v	vv	vv	vv	vv	xx	vv	o	v	vv	vv	vv	vv
BAILIFF	vv	vv	vv	vv	vv	vv	vv	xx	vv	v	vv	vv	vv	x	v
PROFESSOR	vv	vv	vv	vv	vv	vv	vv	x	vv	xx	vv	vv	vv	vv	vv
	ICB-OCBI					MISSION VALENCE				OCBO			JOB SATISF.		
CASES	16	17	18	19	20	21	22	23	24	25	26	27	28		
MAJOR	v	vv	vv	o	vv	vv	xx	v	vv	xx	x	o	vv		
ADMINIS.	vv	v	v	o	vv	vv	x	v	vv	vv	x	v	vv		
COMPTR.	v	vv	vv	v	vv	v	v	vv	vv	vv	xx	v	v		
BAILIFF	v	v	v	x	vv	vv	vv	xx	vv	vv	v	vv	vv		
PROFESSOR	vv	vv	vv	vv	vv	vv	vv	xx	vv	vv	vv	vv	vv		

**vv: very good    v: good    o: indifferent    x: bad    xx: very bad**

In summary this database facilitates individual and global cases, to be able to write the section which gathers the conclusions.

### 3.4 ANALYSIS OF CASES

Once the analysis of each case should be used a general strategy of analysis that confront the theoretical propositions that led to the realization of the study with the results obtained, to accept them, reformulate them or reject them. Modalities specific analysis used the "creation of explanation" which is based on an analysis of the data to see if they converge towards a logical sequence explaining the results of the cases, a constant reference to the original purpose and the possible inclusion of rival explanations.

Now let's look at global polls results, making assessments of cases in which differ from the overall result and that social and personal aspects may be the triggers for these differences.

According to the relationships found in previous studies, we will begin by the first factor which is social altruism which is a direct antecedent of the PSM.

In the section of social altruism, questions were aimed at their behaviour outside of work related to their willingness to help people. Note that in all cases these people off the job belonged to associations or groups that did work for society, the

environment and even animals. This fact is very significant since it shows that in addition to the work they are willing to use their free time in do good for others, on a completely voluntary basis. This factor has been that has had more favourable responses from all those tested, without any differences between the different cases. This can be the initial factor of the whole chain of relations, we find that they are the results expected and therefore ensures a high values on the following factors.

It is expected to make a positive social altruism that the values that we will find in the PSM are also very favourable.

On the factor of PSM, questions are oriented to its vocation for public services and to help others through their employment. Following the expected relationship, the responses have been very positive, having cases a clear vocational factor for this kind of jobs. But the answers we need to certain points, for example we find that desire to remain in the village is something very important for all cases, this is something normal for people who already lived before employment in the village, but interesting to note that several cases analysed have moved from big cities to be able to do this job in this particular environment, even if it meant working for less money. We also find that despite not being natives of the place, they have developed a high degree of belonging to the people, this shows true acquired patriotism, although it is more by the ratio close to other people, typical of small towns, which for geographical reasons.

*"I have worked in several cities and towns, but in this town and in this role it is the first time that I am one member of the community and I think this town as my home."*

We also need to mention that the mayor worked in the private sector, and plays this public office without any remuneration. This leads us to the conclusion, that this case is not a vocation for public services, but devotion to help their region of origin although the no longer resides permanently in the village, which means that its PSM is oriented to help people who reside in this area, and does not seem to develop this behaviour in other places that were not his town.

These high values of PSM detected, along with previous relationships, should very positively influence organizational commitment, especially in the emotional aspect, also to a lesser extent in the normative aspect and even negatively in the aspect of continuity already which do not remain in this position for obligation but for pure personal conviction.

Now let's look at the psychological climate, other initial factor that promotes the other factors. First discuss three facets that compose it and then we will make an

overall assessment. Emotional facet where asked by the relationship between the employees of the public sector has achieved some very positive responses in all cases, expressing them as excellent. In addition to their answers, to be able to live for two months in their work environment find me it very easy to corroborate it, since more than employment relationship could be considered a relationship of friendship for all purposes. This could be due to being a very small village, have contact with each other outside of work and also to get all very positive results in social altruism, they are people with very similar principles and values.

The cognitive aspect, the questions were aimed at their self-perceptions within the organization and its development, being a question related to your salary. Although the results have been good, in relation to the rest of results they could be considered as of the lowest. All cases have responded that they consider their good personal involvement, but more than half considered that their salary does not correspond to the time spent to the responsibility that support. It is necessary to stress that although think this, them to seek this job already were aware of the salary, so remunerative factor was something very secondary. As a curiosity we have to emphasize that the mayor does not receive any remuneration of course and it is in accordance with this. As discussed above, this behaviour is due more to his devotion for his people to a pure behaviour of PSM. In short, although the results of this section are mediocre in relation to the rest of the sections, we see that it is because the surveyed cases don't give much importance to income-generating issues or their personal value within the organization.

*"Of all the jobs I've had, this is the worse paid, but the rest of the benefits reported to work in this post and in this environment far outweigh this disadvantage"*

*"It is always well charged, but taking into account the budget of the council, I am happy with my possible salary is intended for other activities that benefit all."*

The last facet of the psychological climate is the instrumental, where the questions are on their freedom of action in his post and strict monitoring of standards. The responses have been very positive in question on their freedom of action, since all the cases have been considered very valuable have a great power of decision in their jobs. Responses have been aimed themselves are that dictated its roadmap without giving excessive explanations, this leads to a bad decision to make fall the responsibility individually on each of them. Where there has been the surprise is in the responses about what level of respect had on rules predetermined by the higher bodies.

A couple of cases have shown trying to follow them whenever they can, but at times the resolution of problems or activities has been more important than having to attend to the protocols. Another case has shown that it is unknown if his post has a preset way of working, so I think that your response is more influenced by the characteristics of his since his personal decision. But other cases has shown a very unfavourably to the established protocols, even implying that they hindered their work and took her time for the really important things. This challenging behaviour to the higher bodies has caused have institutional problems, but that it has not gone higher since citizens have defended their work and its results, by what have been able to perform its work in a more personal way.

This rebellion might seem like a personal characteristic of the analyzed cases, but after working and living together in the same environment, I realized that the demands of the higher bodies which make generally without taking into account the context of each council is not something very fair when it does not provide to the city councils of the staff and the resources to carry them out. Often these employees are faced with the position of performing the required bureaucracy or provide services to citizens in a more efficient way, opting to the vast majority of times the second option. In short, the result of the instrumental side is good, but it has been diminished by the preference of the cases by providing the services correctly before the option to follow the rules to raja table.

*"I follow the road map that comes up only when I consider that benefits the citizens, if their function takes time to provide the service, I jump this norms. By that I consider my most oriented behaviour with the logic that rules"*

From a joint vision, the psychological climate has obtained very positive results, slightly reduced by the cognitive aspects and instruments by commented before, but generally are good data that promote the next factor that is job satisfaction.

Job satisfaction has been measured with questions about welfare that bring you to each case and work for the opportunity to change something in their posts. The results have been highly positive since all cases were very pleased with their work situation, in cohesion with the answers provided in the section on psychological climate. In question that would change, responses have also been very unanimous, all references to changes in protocols, wages and budgets and resources allocated to the administration were made public of the people.

As you can see all the things that would change depended directly of governing bodies, both the provincial council as state government, so it showed indirectly a satisfaction in the way of doing things in people and therefore in the way of his companions in their jobs. They also showed that this discontent was secondary, so not disturbed your well-being with its situation since they are aware of that are doing a good job within its possibilities. We can therefore summarize that high job satisfaction value found is largely due to the positive result in the affective aspect and instrumentation of the psychological climate, which will subsequently influence the organizational commitment.

The PSM is a direct antecedent of the ICB, and to get a very positive result also is expected to get it in the ICB. The ICB has been developed with questions about how much time remains with other public employees and have had to engage in the tasks of co-workers. Here we can see that the results are slightly different than expected but after analyzing the characteristics of jobs in this area is an easy explanation. All cases have shown that you average approximately day passed it near other employees, which means that much of the work time it spend alone, this is a situation very different from other administrations public where the number of staff is considerably greater. On the other hand, when asked if they engage in the tasks of co-workers, has been made a few poor results, obtaining oriented answers to practically just do it when one of his companions is on vacation.

This at first glance may seem that there is a very strong link between co-workers, but if you look at the work environment we can see that it is due to lack of staff. In administrations public of people small in the majority of cases there is only one person for each position in particular, with a very well defined functions, in this case can be seen in the figures of teacher, bailiff, comptroller and administrative assistant. This means that to make things work they have to use all his time in his work to try to come out ahead, making it very difficult to have time to spare as to be able to engage in other tasks. Even so, everyone knows the work that others do so in their absence the people do not have serious shortcomings, so I can see very specific cases such as the administrative assistant fixing paths between neighbourhoods or the mayor participated in the cleaning of the network of ditches. So the literal results may show low ICB, but if we delve into the causes, we can see that you we need so that any service which is supplied in the village is not unattended.

The PSM is also a direct antecedent of mission valence, so its very positive results would cause a high value in the mission valence. The questions that we have



used to define this concept are about does them the positive and negative comments about the government and if his beliefs are consistent with the mission of the administration. The results have differed significantly from those expected according to the studies, being necessary to analyze each question separately to correctly understand this phenomenon.

When asked if when he is generally criticised public administration feel it as something personal, all cases without exception take it as a personal failure and that it should be corrected by a greater dedication to the specific problem, this makes us see easily that they consider their performance as more than a job, and that it affects them in their lives private outside the work environment.

*"Sometimes certain negative comments make me asleep all night"*

However when asked if when governments receive a compliment taken it as something personal we have disparate responses among the analyzed cases, we observe slightly away from the people most dedicated to work of office jobs will not take it as something personal, arguing that the compliment comes as a result of the joint work of all public servants. On the other hand the employees who carry out their duties closer to the citizens that show greater personal gratification upon hearing those compliments, since their work is much more visible than the officials in office. We can therefore conclude that the comments of the citizens are more common in the latter employees and that feature considerably influences the staff of each bonus.

The third question is whether their values are consistent with the mission of the organization, in this aspect are also disparate answers, but which are due to a logical explanation. Cases that do their work in the offices of the council have a greater relationship with the mission of the organization, obtaining very positive results. This is because they wish to contribute to the proper functioning of the people in general, and thus get all the gears of the council to work properly in order to deliver services and comply with bureaucratic obligations of the council with the higher bodies. On the other hand, public servants who work directly with citizens have provided answers even negative towards the mission of the administration public and more specifically to the way of doing things. After analyzing the environment and values of these people we can realize that their beliefs and commitment are much more oriented towards his profession and to the work of helping people than the own mission of the administration that is more oriented to the optimal management of resources and services. A good example would be the teacher, that their belief is in the work of preparing future

generations, academically and personally, rather than in the work of the administration provide a few topics closed to students attending their centres.

Considering these questions globally, we see that the value of mission valence is not as positive as expected initially, since joint responses are auto offset in an average due to the perception of loyalty different to have between public administration and their own careers. Both the mission and the compliments that receive. Interestingly this distortion of perceptions does not affect negatively the quality of the services provided, but rather reinforces them being officials more committed to the ultimate goal of their tasks, with the public administration itself.

Now we will analyze the results of the organizational commitment, which is the factor that most direct antecedents it has, these are job satisfaction, the PSM and the mission valence. To be composed of three distinct facets we'll discuss them separately then give an overall result. The first facet is the affective and we captured it with the possibility of changing employment and emotional ligation with the organization. The answers of all cases have been virtually unanimous, only making a small distinction between people who were native to the people and which do not. No case has shown minimal predisposition to shift work, since all have voluntarily chosen this position although, as discussed in other sections, it implied a decrease in salary. These unanimous answers are curious because that might be expected of the natives, but the responses of those who came from outside have been the same, so we can deduce that the personal benefits that reported both employment as the environment are very important and decisive to choose this kind of life.

When asked of his emotional connection to the organization, the results have been very positive in all cases, and for the same reason as above, called the attention outsiders respond with the same intensity that the natives. This link has good things and bad things, because that creates a greater predisposition to exert efforts in the provision of services but also causes that failure, both personal and external, can adversely affect their private life. This makes barely there is distinction in their behaviour outside and within the work environment.

The aspect of continuity has been expressed by the question that if they continue in this job because they could not face a loss of stability or what is the same, that there are other possible options. The answer in all cases has also been unanimous, all feel that this is the work they want, and as demonstrated in some cases analyzed, have left other jobs to be able to deal with this despite the wage loss and often, one more workday. Note that more than one case has moved from other

communities to be eligible for this job, so the result of this facet is very positive both for your answers and personal reality of each case.

The latest facet of organizational commitment is the normative, this aspect has been expressed through if they believe that if they are not those who play those positions, good supply of services could be affected and by the question of whether considered problems of the administration as something personal.

To the first question the answers have been very mixed, several cases have replied that its technical work could make it anyone else being much greater personal involvement that the person has with the town and its citizens, since these jobs require a great personal sacrifice, that if it does not voluntarily may cause harm to the efficient delivery of services. Other cases has responded on the line to be able to carry out their tasks, they have had to modify the established protocol of their posts for giving priority to the well-being of citizens on other bureaucratic rules, and that if someone else had to do this job could take a long time to understand this particularity that comes as a result of the environment and resources , or in the worst case, that prefer to satisfy the public administration itself before the devotion for the services provided. This response makes sense since if an public servant of one larger population, where resources are not a problem, moved to a village of these features, and just do what you can with the resources it obtains from the administration, most likely the quality of services would be severely affected.

To the question of the personal perception of the problems of the organization, the response of all cases was unanimous, as it has been shown in other background factors of organizational commitment, the emotional bond and form that affect them the negative comments about the administration. All cases expressed that they give a similar importance to the problems of the organization with their own personal problems, very coherent response watching the results of the other background.

Globally, the results obtained in the organizational commitment have been significantly positive. These results are expected since the background of PSM and job satisfaction, this last is incite by the good results in emotional facets and instrumental of the psychological climate, were very positive. This has influenced the responses of the three facets in spite of that the result of the mission valence was not expected, but as the results of mission valence difference was due devotion for their own professions and for the needs of citizens, has not influenced negatively on the results of the organizational commitment.

Now let's look at the two dimensions of the OCB, the OCBI and the OCBO. The background of the OCBI are affective organizational commitment and the ICB facet, while the background of the OCBO are facets of continuity and with rules of organizational commitment and mission valence.

The OCBI has been represented by questions about the relationship you have with the citizens and about how long out of work used to address the problems and suggestions of citizens. In questions about the relationship they have with the citizens we have obtained very positive responses in all analyzed cases, it is easy to understand that this is due to the demographic dimensions of the analyzed people. In this type of villages of less than 500 inhabitants, it is very easy to personally meet the vast majority of citizens and also all cases have shown a great interest to know them in depth to more efficiently meet their needs.

Many of these citizens are also friends of the own employees, so their involvement in their personal problems goes beyond the simple work of its administrative problems. This creates a particular link employee-citizen which ensures a devotion to help them well above asking them contractually, causing levels of efficiency in the provision of services higher than in other contexts.

To the second question, it is striking that all of the analyzed cases spends considerable time in taking care of problems outside of their working hours while performing their daily lives for the people, this is a very appreciable difference with public servants of other larger towns where they tend to separate their work and private life of a considerably. We also need to take into account, that concretely as each task of the administration is carried out exclusively by a member, the citizens know that their problems can be solved by a single person. This in different environments would not be possible since in most cases public servants could castling in that they do not perform specific activities to solve problems for citizens.

Globally, the OCBI obtained spectacular results, well above expectations. This is due in large part to the results of the ICB and the affective aspect of organizational commitment. But also powerfully influences the proximity with citizens involving the municipalities of reduced dimensions and the unanimous positive result of social altruism that shows a personal vocation of all staff members by disinterested persons support.

The OCBO has shown with questions about if their attendance at work was above the norm, if proved a drawback if so and if they performed tasks that didn't carry

out contractual obligation. To be more consistent with the answers we must separate responses from the mayor of responses from other public servants, this is because as the mayor does not live in the town, attendance deteriorates to the possibilities that gives you your own work. We have to bear in mind that being a post unpaid, is obliged to have a job outside the administration, so that their dedication is not exclusive. Within its capabilities, used virtually all his free time to his position at council, but this makes their responses to adversely affect the overall assessment of the OCBO.

Now let's look at the responses of other public servants. Question if performed more hours than are contractually has obtained some very surprising results, since all public servants make an average of 2 to 3 hours in their jobs. These responses have been triangulated through my personal observation in the two months that I have remained in the village, being something completely normal to see cases working in the afternoon both at council and at school. We must stress that these hours are not listed anywhere so you do not have consideration of overtime or no salary bonus, in addition to carrying out their jobs individually, this behaviour is purely personal decision of each case. This implies that the non-realization of these additional hours would not be any reprimand for part of the administration or the citizens.

On the other hand, when asked if implies a problem making these additional hours, we found disparity in responses. Public servants who perform office tasks have shown greater discontent by having to perform these hours, to make them voluntarily for their commitment to the organization and the people, if that show that with more staff available they would not be in this situation. Moreover public servants working closer to the citizens showed up to a welfare state to perform these additional hours, it is likely that this is due to that their tasks are much more entertaining than the office, these cases are those who have also shown a greater loyalty to their profession to the government, by which can be easily understood to make them a lot more voluntarily. Finally, we have to take into account that the group of cases who work closest to the citizens will also receive compliments of citizens to perform tasks more visible, so the personal gratification is greater than public servants that they perform their additional hours outside of the view of the citizens.

Finally, there is the question if carry out activities that are not required to perform. Responses are divided according to the direct contact of their work with the citizens. Office employees perform activities outside of its oriented obligation to shorten time to resolution of administrative problems of the citizens, so the personal ideas of these tasks application factor occupies a small percentage among all hours dedicated,

although it is true giving cases in which try to promote personal initiatives oriented events in the village which means to use their time in the pursuit of grants or solutions to the problems arising from such activities, all outside their working hours. On the other hand public servants that are closer to the citizens have shown a very high willingness to promote initiatives that will substantially improve the lives of its citizens. We can put two examples clear from this statement, the bailiff performs many decoration and maintenance activities of certain non-primary areas for citizens for the sole purpose of beautifying the town, such as gardens or small sculptures and friezes in facades and streets. These acts are very appreciated by the population, receiving a considerable personal gratification. Another example can be the additional hours spent the teacher in the preparation of activities or methods that encourage learning and the motivation of the children of the village, all this it has to perform when the children go home and is the person who most positively react to these additional hours. All these behaviours are not mandatory, but public servants who made them regard them as one of the most pleasant parts of their jobs.

The overall result of the OCBO is also spectacularly high, you might think that having a workday not salary increased 30% could seriously affect the result, but the predisposition by offering more services or increase the scope of mandatory services is so great that it greatly mitigates this negative effect. The result of the OCBO could be a little lower by office public servants results, but even theirs remains considerably higher than the expected average. We have to take into account that the valuation of the OCBO cannot be less than the OCBI since the OCBO background have also been positive but less consistent that has influenced the minor mission valence results of OCBI, in particular.

Whereas such positive results in both dimensions, we can conclude that the overall result of the OCB has a very high consideration hardly break if it is done in other environments, so it is easy to understand that the external factors of the organizational context have powerfully influenced these results. It seems that the lack of resources and staff, which at first glance could be a handicap, has proved to be a motivating effect on the delivery and development of the work of their jobs, both the mandatory as volunteers.

## 4. CONCLUSIONS

After coexisting in the analysed reality, working in the public sector in the same context and analyzing data obtained through surveys to all members of the public administrations of a town within the selected organizational context, we will now proceed to write the conclusion of the results.

Relationships identified in other studies on background factors of the OCB will have failed if they are applied to a different organizational context, in our case the context of rural areas with low population and minor infrastructures. Although we have to emphasize that certain relationships have been fulfilled according to the theoretical relationships, and those that have not, did not suffered very important deviations.

As one might expect social altruism and the PSM have shown a very strong relationship and very positive values, but this consistency has not shown in the other factors that depended on them, for the reasons explained above. Especially low outcomes in mission valence, in various facets of organizational commitment and psychological climate and ICB, are due in broadly to the special contextual factors organizational, not appreciate personal reasons in the cases analyzed for such divergences. The personal characteristics of the cases analyzed only explain such positive values of social altruism and the PSM, and the lower values in the aspect of continuity due to the desire to unanimous support and reside in this environment.

However in the other factors that differences can be seen, are characteristics geographical, demographic, economic and resource in general, and especially of the strength of the relationships between citizens and administration showing the real reason for the changes according to the theoretical relations.

It is very important to note that despite the fact that several factors have achieved results below those needed to obtain a consistent and effective OCB in the two dimensions, OCBI and OCBO, the results have been very positive, above the average expected after the above factors. This leads us to the conclusion that the analyzed organizational context is a catalyst for good practices in a final OCB, since although the government lose relative importance factors, quality and involvement of the human factor has exceeded expected by previous studies. This makes us think that all the realities that make up have not included the definition of some concepts part of public servants of the administrations and that has led to worse rating than the initial or the final, which correspond to their personal beliefs and their final performance in

favour of the citizens and the organization have intermediate factors. In order to create a consistent relationship to this context, it would be necessary to add factors or modify the existing ones to see how a few high values by a factor lead to high values in the following. For example the mission valence should include factors as loyalty to his profession as a source rather than to that of the company or organization publishes.

Returning to the organizational context in which we are looking at, we can understand that factors must boost the OCB behaviours arising in government, but also we are aware that other behaviours related to the OCB are carried out since the utility without this kind of behaviour could not supply. This means that certain behaviours of the OCB are basic considerations to occupy these posts in these contexts, where it is important to balance the lack of resources with a strong human capital.

We will now elaborate a theory that drives a consistent OCB in populations that are analysed in the organizational context. First, we have to be aware that theoretical behaviour of the OCB are basic application and quasi-obligatory for the simple day-to-day operation of these administrations.

With fewer staff than would be necessary for contractual tasks required of employees that are willing to work longer hours that correspond them, in the analyzed case have seen that you often haunt a 30% more of their real working day. We have to bear in mind that besides to work more hours, they must do it voluntarily since they do not have direct supervision. On the other hand, this lack of staff means that before exceptional tasks that exceed the control of a single person, the rest of employees must assume roles away from their real jobs. This means have a very versatile staff and willingness to learn new tasks.

These considerations lead us to consider that some people with a specific initial requirements that are not needed in other public administrations in greater populations are required for these posts. An employee should have a high degree of support to the society, environment and culture, if this person exercises activities of this type in your private life of unpaid form considerably increase the success of the emergence of OCB in their job. On the other hand, the versatility of the person is valued more than their technical expertise, so it would be interesting to be sure that the person before being hired have worked or conducted activities in various fields. Although it may seem contradictory, it is likely that someone who has decades of experience in the Administration could not be ideal to move to this type of municipalities, adaptable to all kinds of circumstances being preferable. We have seen that in the initial theory, a vocation for the sector public is a very important factor, but in this context you can



prevail a vocation direct by his profession since this will affect positively when these people have to develop initiatives or comply with long working hours, since the motivation to do it will not be the same if it is done by his profession that doing so because they belong to the public sector.

Fulfilling all these parameters before contracting in the public office, the propensity for some excellent behaviour on the OCB field are almost guaranteed.

On the other hand, there is another issue that would positively boost the OCB, this is the feeling of belonging to the population. If the employee in question is native or has come to the population by its organizational context and not just because of the salary, all non-contractual tasks that will be supported by a motivation to improve the place where they have chosen to live, and not just for economic reasons or with a view of promotion. The feeling of being a member of a place can considerably increase the productivity and performance of an employee. This subsection is supported by the lower levels of OCB observed in an employee who is not residing in the analyzed population and also working in more than one council.

In addition to the engagement considerations, the OCB may increase inside the organization. We have seen that public policy and aspects of alignment with the mission of the administrations were under what could be wait for a consistent OCB, though that was offset by other factors. Despite the fact that many bureaucratic rules are more lax for municipalities of less than 5000 inhabitants, the bureaucratic processes that do not add any value to the services provided to the councils are still fairly abundant.

Although we are aware that this relates to the higher bodies, eliminate certain procedures hindering public work when it lacks staff, employees feel that the higher bodies are closer to their ideals that are almost always based on the higher efficiency of the services provided, so it would reduce the controversies when they have to prioritize between the bureaucracy and the citizens. This would improve mission valence factors and facets normative and instrumental, as well as feeling more connected with the administration. On the other hand, it should be more comprehensively with the situation of this type of municipalities, giving them more freedom of action and ability to establish their own roadmaps, this would reduce the "rebellion" that appears in certain types of jobs in public administration. As we have seen, the employees that work exclusively in the offices, have less motivation due to the bureaucratic burden that support, when they must fill it out outside working hours performance decreases. Because of this, it is very important to establish remarkably

average charges public motivation, since this measure would improve the rest of activities and initiatives.

As we can see any of the measures would entail an economic cost, already that the remuneration factor, despite not being very fair due to the hours and responsibilities that have, has not been considered as indispensable to enhance an OCB in public administrations.

Summarizing, proper selection of personnel according to the mentioned parameters, along with greater freedom and redefinition of tasks to be carried out within the organization would be a nearly guaranteed success in the implementation of an OCB that will lead to excellence services provided by municipal authorities. This is because workers in addition to having a job satisfaction high, come to the higher bodies as comprehensive agents that facilitate their work, high predisposition to the OCB of these municipalities would attain exceptional dimensions. As it is has been demonstrated, is not a matter of capital good public performance in this context, but a direct commitment to the human factor.

Finally we can recommend continuing with this study and improving it. There are two clear ways of improvement that would add to the investigation a total focus on the importance of the human factor in rural contexts. On the one hand it could be parsed the private sector in this context to compare it with the companies without handicaps in these areas. In this way you could find out if data and conclusions obtained in the public sector can be extrapolated to the private sector. If so, we could verify the importance of the organizational context at all occupational levels in these rural areas, and thus to create a pattern of behaviour tended to these realities. This pathway would be if we followed by the field of the economy and work.

Another way of study to complete this research following the humanistic field, could be analysing the different associations created by the inhabitants of these areas and to inquire about the collaboration with public entities. In this way we could see if the proper functioning of these rural areas also depends largely on citizens, which behave like levellers to a lack of resources and services faced by rural areas, in other words, it could be demonstrated how the human factor grows in all areas where there are deficiencies that do not cover the higher government bodies.

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## 6. ANNEXES

### “QUESTIONS FROM THE INTERVIEW WITH EMPLOYEES IN THE PUBLIC SECTOR”

#### **SOCIAL ALTRUISM**

1. Before this position, have you belonged to an association that promotes or defends social, cultural or specific collectives working without remuneration?
2. Are you always willing to assist those who are around you? If so, do you do it voluntarily or by necessity?

#### **PSM**

3. Is it important for you to work on something that helps to others? Do you consider the reason to work in the public sector as vocational?
4. Would you rather work for the public or private sector? The desire to stay in the village has influenced on your decision about employment?
5. Is it a satisfaction providing accurately services to customers?

#### **PSYCHOLOGICAL CLIMATE**

6. How do you assess the relationship between the different members of the public sector working in town? AFFECTIVE
7. How do you assess their involvement and development of their tasks, do you think you are doing an important work? COGNITIVE
8. Do you believe in honest work for honest payment? COGNITIVE
9. Do you participate in decisions about the tasks to be performed, or you just follow a predefined route sheet? INSTRUMENTAL
10. Do you obey the rules and regulations of the city council / administration even when no one is watching you? INSTRUMENTAL

## **ORGANIZATIONAL COMMITMENT**

11. If there was another job with the same remuneration characteristics that do not require a change of residence, would you consider changing your job? AFFECTIVE

12. Do you feel emotionally tied to this organization? AFFECTIVE

13. Do you consider changing jobs causes a cost and a loss of stability that you can't afford, in other words, are you in this job because there is no other viable options? CONTINUITY

14. Do you consider that you have to remain in this job because the proper functioning of public sector services could be affected? NORMATIVE

15. Do you feel that the organizational problems are yours? NORMATIVE

## **ICB-OCBI**

16. Do you enjoy knowing citizens who interact with your job position personally?

17. The problems of citizens who interact with your job position, are these problems important for you?

18. How much time do you spend with other employees of the public sector while you are performing your job?

19. Have you get involved in carrying out the tasks of other members of the public sector? If so, these tasks were directly related to your own tasks?

20. Have you had to attend citizens out of your working hours?

## **MISSION VALENCE**

21. When someone criticizes the council, do you feel like he criticized you?

22. When someone praises the council, it feels like a personal compliment to you?

23. Do you consider that the mission and objectives of the council are consistent with your beliefs?

24. Do you feel self-realized carrying out the tasks of your job position?

## **OCBO**

25. Is your work attendance above the norm?

26. Is it an inconvenient for you to spend more time than contractually corresponds to complete your assignments?

27. Is it usual to perform tasks that you have no direct obligation to make?

## **JOB SATISFACTION**

28. How satisfied you are in your job position? Would you change something, whenever it is possible for both you and the administration?