

The Mediating Effect of Public Service Motivation on the Relationship between Organizational Citizenship Behavior and Organizational Commitment Among Local Government Employees in Davao Region

Ernie D. de la Salde¹, Gloria P. Gempes²,
^{1&2} University of Mindanao, Professional Schools, Davao City, Philippines
¹ erniedelasalde@yahoo.com
² gpgempes@yahoo.com

Abstract- *The purpose of the study was to determine if the public service motivation has a significant mediating effect on the relationship between organizational citizenship behavior and organizational commitment among the local government employees in selected cities in Davao Region, Philippines. The design used was non-experimental quantitative research utilizing correlation technique. Descriptive statistics, Pearson r, Regression Analysis, Mediation through Sobel test and Medgraph were the tools employed to attain the objectives of the study. The 600 respondents were found to show high levels of organizational citizenship behavior and organizational commitment, while the overall level of public service motivation was very high. It was found out that the three variables were significantly correlated. However, the result failed to prove the mediating effect of public service motivation on the relationship between organizational citizenship behavior of government employees and their organizational commitment. The result, signify that the significant influence of organizational citizenship behavior on organizational commitment was not affected by public service motivation.*

Keywords- *public administration; mediating effect; public service motivation; organizational citizenship behavior; organizational commitment of local government employees in Davao region; Philippines*

1. INTRODUCTION

Nowadays, organizational commitment of employees has been found inadequate. The Society for Human Resource Management (2014) stated that ninety percent of employees lacked strong commitment towards their organization. The reason for this lack was the dissatisfaction of employees towards their organization, which also resulted to employees' lack of motivation to perform their tasks. Congruently, Joo and Lim (2009)[44] found that those employees who lacked motivation and job satisfaction also lacked attachment to their organization. Incidentally, in this era of great competition in whatever field of business enterprise or organization, employees' organizational commitment should be a byword. Much attention has been given by researchers and scholars in the study of organizational commitment (Ahmad, 2014[1]; Allen and Meyer, 1990[3]; Beck and Wilson, 2000; 2001; [10][11] Cohen, 2003; 2006[26][25]; Jaros, 1997[42]; Falkenburg and Schyns, 2007)[36] in order to hopefully pinpoint the dynamics of organizational commitment so that organizations can survive the stiff competitions that are happening both in the local, national or global settings (Kleinman, Siegel and Eckstein, 2001[47]; Leow and Khong, 2009)[51], but still, the issue of organizational commitment continues to be a relentless

problem both in the private and public sectors. This indicates a gap somewhere along the line.

In today's highly competitive world employees' commitment to their organization is supposed to be a creed, especially because greater productivity is demanded. But that is not happening in government-run companies, agencies or organizations. What is noticeable though in these organizations is an abating productivity (Ajilon Australia Pty Ltd., 2013)[2], which can be tracked down to a lack of commitment of employees to live up to the vision, mission, and goals of their organization (Afshari & Gibson, 2015[4]; Choong, Lau & Wong, 2011[24]; Çetin, Basim & Aydoğan, 2011[22]; Moynihan & Pandey, 2007)[59]. In addition, Cohen and Golan (2007)[27], an organizational commitment fuels increased performance, regular attendance to work, and increased intention to stay with the organization.

Moreover, to this day, extensive research on organizational citizenship behaviors have been taking place (Chien, 2003[29]; Evans, Davis, and Frink, 2011) [35] ever since it was introduced two decades ago (Bateman & Organ, 1983). Researchers on organizational citizenship behavior (OCB) have focused on the effects of such behaviors on individual and organizational performance.

Likewise, Ritz, Giauque, Varone and Anderfuhren (2009)[78] found OCB to enhance the social or

psychological work perspective, for instance, by helping other employees with an organizationally relevant tasks or problems. Typically, employees are said to 'go the extra mile,' do unpaid overtime or 'stay until the job is done'. These are characterized as organizational citizenship behaviors. These are the behaviors that managers and organizations are looking for in employees because they are value-added characteristics (Orr, Sackett, and Mercer, 1989[67]; Organ 1990, 1997)[65][64].

Public service motivation (PSM) was primarily rooted on the individual tendency to answer the drives for public service. Corollary to the above idea, PSM uncovers what drives people to desire for public service. Generally, people want to do good things; they want to do good things to particular people, and they also want to do good things to society as a whole. They believe they can do it best by engaging in public service (Perry & Hondegehem, 2008)[73]. In other words, public service motivation (which is the intent to do good things to people and society) should not be equated to public sector motivation or public employee motivation (the desire to work in public for other reasons), because the former have different indicators from the latter.

Public service motivation seems to be important in explaining organizational commitment in public organizations (Perry and Wise, 1990)[75]. Also, Stritch and Christensen (2016) found that Public Service Motivation impacts organizational commitment for certain types of employees.

In consonance herewith, O'Reilly & Chatman (1986)[68] claimed that organizational citizenship behavior and organizational commitment have a positive and significant correlation. This was later echoed by Zayas-Ortiz, Rosario, Marquez and Gruñeiro (2015)[91] who found in their study that organizational citizenship behavior and organizational commitment are positively and significantly correlated.

On the other hand, Cazares (2012)[20], claimed, based on the findings of his study, that organizational citizenship behavior and public service motivation are significantly related. Likewise, Kim (2006)[45] and Mohammed, Mostafa and Leon-Cazares (2015)[57] that there is a significant relationship between organizational citizenship behavior and public service motivation.

It is in the above context that the researcher would like to conduct a study on the three variables. Much has been said about motivation having impact on organizational commitment. But the researcher has not come across of a study that explored other dynamics of organizational commitment, organizational citizenship behavior and public service motivation in one setting, specifically the local setting. For this reason, the researcher would like to investigate the mediating effect of public service motivation on the relationship between organizational citizenship behavior and organizational commitment among local government employees in Davao City. Findings of this study can therefore contribute to new

knowledge and the existing literature on each of the subject matters of this study.

2. RESEARCH OBJECTIVE

The intention of this study is to probe on the mediating effect of public service motivation on the relationship between organizational citizenship behavior and organizational commitment among local government employees in selected cities in Davao Region. Moreover, this study has the following objectives:

- To describe the level of organizational citizenship behavior among local government employees in selected cities in Davao region in terms of *Altruism, Conscientious, and Civic Virtue*.
- To assess the level of organizational commitment among local government employees selected cities in Davao region in terms of *Affective Commitment, Normative Commitment, and Continuance Commitment*.
- To ascertain the level of public service motivation among local government employees in selected cities in Davao region.
- To determine the relationship between the Public service motivation and organizational citizenship behavior; Public service motivation and organizational commitment; and Organizational citizenship behavior and organizational commitment.
- To determine the mediating effect of public service motivation on the relationship between organizational citizenship behavior and organizational commitment.

3. HYPOTHESIS

The following null hypotheses were tested at 0.05 level of significance:

- There is no significant relationship between public service motivation and organizational citizenship behavior; public service motivation and organizational commitment; and organizational citizenship behavior and organizational commitment.
- Public service motivation does not significantly mediate the relationship between organizational citizenship behavior and organizational commitment.

4. REVIEW OF RELATED LITERATURE

This portion of the paper presents the review of literature and studies that have bearing on this investigation. Review of literature revolves around the variables enumerated in the objectives of the study: Organizational Citizenship Behavior by Organ (1988)[66]; Organizational Commitment by Meyer and Meyer (1997); and Public Service Motivation (PSM) by Kim et al. (2010)[46]. The following related literatures were taken from books, magazines, instructional materials and from the internet.

4.1 Organizational Citizenship Behavior

The organizational citizenship construct was first proposed by Smith, Organ, and Near (1983). They posited that altruism and general compliance are two dimensions of

OCB that can improve the effectiveness of organizations in many ways:

Altruism is defined as the principle or practice of unselfish concern for or devotion to the welfare of others. In an organization, altruism refers to employees' discretionary behaviors of helping colleagues with problems related to the organization or tasks. As an indicator of OCB, altruism essentially involves helping behaviors in the workplace, which can be directed inside or outside the organization. Helping behaviors are neither one-directional behaviors nor a one-on-one relationship. These behaviors are in fact multi-directional: the employees helping each other, employees helping others that do not have direct link to the organization, i.e. service to clients, employees helping the organization, and organization helping the employees. In any of the cases, the helping behaviors are working towards the advantage of the organization (Organ, Podsakoff, & MacKenzie, 2006)[63].

Altruistic behavior, as psychologists suggest, is governed more by relationships rather than instincts. Brief relationships are enough to induce an altruistic behavior, especially among people (Carey, 2014)[17]. In the context of organizational citizenship behavior, this could be understood as a reciprocal relationship benefiting both the organization and the employee. That as an organization takes care of its employees; employees will also take care of the organization and become better employees. Barragan and Dweck (2014)[7] claimed that altruism is an innate nature of human beings that can be cultivated to flourish. A good action is always reciprocated with good actions that can result to the improvement of human conditions. Hence, an organization that is being good to its employees would likewise receive the same kind of treatment.

Altruistic employees demonstrate the following traits in the workplace: empathy, integrity, collaborating, negotiating, and prioritizing. Empathy means that the employees have a deeper connection with their colleagues, clients, and even competitors. Their work creates an impact in the workplace and drives the organization towards success. Integrity means walking the talk. They do what they profess and their beliefs are borne out in their actions. Collaborating means that the employees need to team up with each other to produce and impactful output. They think of teamwork as bigger than the sum of its parts. Negotiating, on the other hand, means that employees know how to make tradeoffs and those decision-making skills is crucial. Prioritizing means that employees know how to take up important things first. They know what matters to them the most (Combe, 2016[31]; Tulo & Gempes, 2016)[84].

Another indicator of OCB is conscientiousness. It is one of the traits in the Five Factor Model of personality. Conscientiousness is being careful or vigilant. It implies a desire to do a task well, and to take obligations seriously. Conscientious people show efficiency and order in whatever they do. They can easily conform to norms and standards (DeYoung, Peterson, Higgins, 2002). They

become workaholics and display compulsive behaviors (Carter, Guan, Maples, Williamson & Miller, 2015). As opposed to people who are less conscientious, who are laid back, less success- driven, and anti-social (Ozer & Benet-Martínez, 2006).

Conscientious employees are compliant with company's rules, whether they like it or not. This general compliance behavior (Organ, 1988) can be beneficial to the organization in more ways than one because it requires active participation on the part of the employees in following the mandates of the organization for the latter to run effectively. Compliance is demanded from all employees to follow the rules of the institute and to minimize, if not end, all counterproductive work behaviors like wasting time on unimportant matters and issues during office hours, or using work time in doing personal things. Organ et al (2006) stressed that minimizing these types of behaviors can be advantageous to the organization, eventually to the employees themselves.

As an indicator of OCB, conscientiousness refers to behaviors that exceed the minimum expectations on employees in the execution of their roles and functions in the organization (Argentero, Cortese & Ferretti, 2008; Organ, 1988). Braer, (2014) claimed that conscientiousness is an indicator of success in individuals. He stated that conscientious men earn higher salaries, and are satisfied with their jobs. Because of these, they become good citizens of organizations and retain their employment.

Civic virtue is the last indicator of OCB in this study. It refers to employees' deep concern and interest in the continued existence of the organization (Law, Wong, & Chen, 2005)[49]. As Organ et al (2006) put it, civic virtue embraces positive involvement in the organization like being present in meetings, being abreast with whatever is going on in the organization. This can also be shown by employees by defending the organization's policies and practices when they are challenged by an outside source.

Organizations with employees that embrace civic virtue have greater chances of success, because it has a throng of employees that are dedicated to the organization, whose focus is common welfare rather than individual interests. Civically virtuous employees conforms to social norms, which in the context of organization, are law-abiding and followers of standards (Yena, Lib & Niehoff, 2008)[87]. Employees that exercise civic virtue may impact the organization and the community thus creating a good base for an improved quality of life.

To summarize, Organizational Citizenship Behavior was found to enhance the social or psychological work perspective, for instance, by helping other employees with an organizationally relevant tasks or problems (Ritz et al., 2009)[78]. These collective efforts of altruism, conscientiousness, and civic virtue promote the effective functioning of the organization and goes beyond individual role expectations (Argentero, Cortese & Ferretti, 2008[5]; Law et al., 2005[49]; Organ, 1988)[66]. Typically, employees are said to 'go the extra mile,' do unpaid

overtime or 'stay until the job is done'. These are characterized as organizational citizenship behaviors. These are the behaviors that managers and organizations are looking for in employees because they are value-added characteristics; they also add commercial value as it leverages competition (Orr, Sackett, and Mercer, 1989[67]; Organ 1990, 1997)[65][64]. These are the behaviors that cannot be demanded by managers from their employees, but at the same time, these are the behaviors that managers want their employees to exhibit (Motowidlo, 2000; Rayner, Lawton, & Willaims, 2012)[76].

As a matter of fact, although many researchers have attempted to discover the conditions for such discretionary behaviors (Chen, Niu, Wang, Yang and Isaur, 2009[30]; Choi, 2007; Gong and Chang, 2010; Mayfield and Taber, 2009)[53], but a distinct element of organizational citizenship behavior has not yet been found that would immediately pinpoint OCB behaviors in the workplace (Saeed & Nasir, 2012).

4.2 Organizational Commitment

Organizational commitment relates to the willingness and loyalty of employees in advancing the goals of the organization (Mowday et al. 1979)[60]. It also denotes emotional attachment of employees towards the organization. Employees who are emotionally attached to the organization develop a sense of allegiance to the organization (Gempes, 2008[39]; PSUWC, 2013). However, Tella, Ayeni, & Popoola (2007)[83] gave a caveat that only motivated employees can have that sense of commitment to the organization.

To point out, there are generally three dimensions of organizational commitment. These are continuance commitment, normative commitment, and affective commitment (Allen and Meyer, 1996; Boehman, 2006[13]; Greenberg, 2005[40]; Turner and Chelladurai, 2005). Meyer & Allen (1997) pointed out that these dimensions are independent of each other and can be demonstrated by employees in the different levels in the organization. Likewise, organizational commitment is the extent to which employees imbibed the vision, mission and goals of the organization so that they have the strong desire to remain in the organization (Ahmad et al., 2014; Porter, 1974).

Studies have shown that emotional attachment to a company can develop and mature into a strong organizational commitment from employees who profess satisfaction towards the organization. For instance, in a study conducted by the Society for Human Resource Management (2014) found that 40 percent of employees who were very satisfied of their organization were likely to build strong emotional commitment towards their organization. Conversely, the remaining percentage of employees was unlikely to develop so. Also, in a study conducted by Salim, Kamarudin and Abdul Kadir (2010)[80], they found out that increasing job involvement, perceived organizational support and job satisfaction is an efficient way of obtaining highly

committed human resource, which implies that if organizations were to demand commitment from their employees, they should first make the first move of satisfying their employees. Joo and Lim (2009)[44] named intrinsic motivation and job satisfaction are strong organizational attachment factors, whereas for Cohen and Golan (2007), organizational commitment fuels increased performance, regular attendance to work, and increased intention to stay with the organization.

Conversely, public sector clients demanded for better performance and productivity from people working in therein. A declining productivity has been evident in the public sector (Ajilon Australia Pty Ltd., 2013)[2]. Researchers have found that lack of employees' motivation to do their work assignments was the factor for declining productivity (Afshari & Gibson, 2015[4]; Choong, Lau & Wong, 2011[24]; Çetin, Basim & Aydogan, 2011; Moynihan & Pandey, 2007[59]; Neagu, 2010)[61]. Parenthetically, organizations have been searching for the best indicators of employees' motivation in order to be able to compete, locally, national, or internationally. Competition has been stiff and global; therefore, organizations and corporations want to be at pace with their competitors worldwide, especially in terms of new ways of doing business (Kleinman, Siegel and Eckstein, 2001[47]; Leow and Khong, 2009[51]; Woolridge, 2000). Still delving on organizational commitment, Darolia, Darolia, and Kumari (2010) explained that commitment can take different forms and that it is a broad subject matter wherein individuals can feel committed to an organization, top management, supervisors, or a work group. Studies show that employees that are highly committed to their organization have high organizational performance (PSUWC, 2013). In other words, commitment can fuel positive energies towards work and the organization.

4.3 Public Service Motivation

The rise and fall of an organization is always connected to the degree of employees' motivation. Public service motivation (PSM) was primarily rooted on the individual tendency to answer the drives for public service. Kim et al., (2010) have identified five dimensions to this construct: *attraction to public policy making, commitment to the public interest, civic duty, self-sacrifice, and compassion*.

Corollary to the above idea, PSM uncovers what drives people to desire for public service. Generally, people want to do good things; they want to do good things to particular people, and they also want to do good things to society as a whole. They believe they can do it best by engaging in public service (Perry and Hondgehem, 2008)[73]. Although Perry, Hondgehem, and Wise, (2010) and Vandenabeele (2007) claimed that the concept of PSM vary from author to author, but Perry and Hondgehem (2008) maintained that a common focus of PSM is the intent to do good to others and the shaping of society's well-being.

Building upon the above arguments, public service motivation (PSM) is conjectured to be ascribed for government services and non-governmental organization (NGO) services. People who are employed in these institutions are assumed to have that desire of being able to serve the public.

However, Pandey, Wright and Moynihan (2008) [71] stressed that it is important to understand people's motives in working in the public sector because a government service is also a lucrative service; therefore, it could not be generally taken to mean that once a person works in the public sector that he wants to serve the people per se, and no other motives whatsoever.

In effect, public service motivation (PSM) can happen to people notwithstanding the nature of their institutions because PSM is an inherent quality of the worker; i.e. self-sacrificial and compassionate. These qualities can be best demonstrated in public institutions where welfare services are at work. Therefore, public organizations should allow their employees to contribute to the general welfare to cultivate these qualities.

According to Kim et al., (2010), the reason why people are attracted to participate in public service is because they want to be able to do something for the people. They find public service meaningful especially if they can contribute to the betterment of people and society. In doing this, their commitment to public values is enhanced as they feel obligated to do good to breed an honest public service. PSM also cultivates the values of compassion and self-sacrifice among employees. These values produce sympathy towards others and self-denial.

According to Perry et al., (2010), PSM today is more about focusing on employee commitment to an organization rather than benefits of a higher salary. Gottfredson (2015) suggested that one way of motivating employees to get their jobs done is to encourage teamwork. Team efforts will encourage individuals to engage in behaviors that are best for the team's success and productivity. While companies may reward team efforts but it is public service motivation that pushed employees to work more than the rewards. In the first place, they know that sooner or later their good works will always pay off, maybe in a form of extrinsic rewards.

4.4 Correlations between Measures

Public service motivation seems to be important in explaining organizational commitment in public organizations (Perry and Wise, 1990). True enough, Castaing (1984) proved in his study that public service motivation could indeed explain organizational commitment in public administration. Also, Stritch and Christensen (2016) found that PSM impacts organizational commitment for certain types of employees.

Moreover, Cohen (2006) averred that OCB and OC have a powerful relationship; Dickinson (2009) acknowledged that OCB has a tight association with organizational commitment; Lepine, Erez & Johnson (2002) and O'Reilly & Chatman (1986) claimed that OCB and OC have a

positive and significant correlation. This was later echoed by Zayas-Ortiz, Rosario, Marquez and Gruñeiro (2015) who found in their study that organizational citizenship behavior and organizational commitment are positively and significantly correlated. Moving further, Bolino and Turnley (2003) found that organizational citizenship behavior affects organizational commitment.

On the other hand, Cazares (2012), claimed, based on the findings of his study, that organizational citizenship behavior and public service motivation are significantly related. Likewise, Yousaf, Shoukat and Hanif (n.d.) in their study on organizational citizenship behavior in University of Sargodha found a positive and significant relationship between OCB and PSM. Likewise, Kim (2006)[45] and Mohammed, Mostafa and Leon-Cazares (2015)[57] that there is a significant relationship between organizational citizenship behavior and public service motivation.

Moreover, Ozdem (2012)[69] observed a positive and significant relationship between organizational citizenship behavior and organizational commitment. Other researchers also found a significant relationship between OCB and OC in most of their studies concerning these two variables (Bogler and Somech, 2004[14]; Feather and Rauter, 2004[37]; Nguni, Slegers and Denesen, 2006; Bolat and Bolat, 2008[15]; Yılmaz and Bökeoğlu, 2008[88]; Bakkshi, Sharma and Kumar, 2011; Çetin, 2011)[21], however, there were also studies that reported to have both positive and negative relationships between the two variables, for instance, the studies of Tansky (1993), Fenton Le Share (2004) and Mercan (2006) found OCB to have a both positive and negative relationship with organizational commitment.

4.5 Theoretical Framework

This study is anchored on the following claims: First, Jin, McDonald and Park (2016) claimed that public service motivation has a positive influence on organizational commitment; second, Richardson (2012)[77] claimed a reciprocal relationship between organizational commitment and public service motivation; third, Castaing (1984)[19] claimed that public service motivation could explain organizational commitment in public administration; fourth, Bolino and Turnley (2003) posited that organizational citizenship behavior is the root of organizational commitment. Founding from this proposition, Bolino and Turnley (2003) pounded their idea that employees who exhibit good citizenship behaviors in their organization have a better public service motivation. These employees put ahead the interest of the organization rather than their own, and they are motivated and willing to do more than what their job formally requires. Fifth, Chang, Tsai, and Tsai (2011) claimed a reciprocal relationship between organizational citizenship behaviors and organizational commitment. And sixth, the claim of Ozdem (2012)[69] that there is a positive and significant relationship between organizational citizenship behavior and organizational commitment.

4.6 Conceptual Framework

The interplay of variables is illustrated through a path analysis conceptual framework presented in appended Figure 1. Path A is the relationship between organizational citizenship behavior and public service motivation (Kim, 2006). On the other hand, Path B is the relationship between public service motivation and organizational commitment (Meyer and Allen, 1997). Additionally, Path C is the relationship between organizational citizenship behavior (Argentero, Cortese and Ferretti, 2008)[5].

4.7 Definition of Terms

The following terms were operationally defined to have a common understanding of these concepts.

Public service motivation. In this study, PSM refers to government employees' level of attraction to public participation, commitment to public values, compassion, and self-sacrifice.

Organizational citizenship behavior. This refers to the employees' level of altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Organizational commitment. The term refers to the level of affective, normative, and continuance commitment of government employees to their organization.

5. RESEARCH DESIGN

Mediation testing was utilized in this study as it probed into the relationship between three variables such as, public service motivation, organizational citizenship behavior, and organizational commitment. Mediation analysis was employed in order to explore and appreciate how a mediator variable could influence the variable X over variable Y (Cohen, Cohen, West, and Aiken, 2003)[28].

Further, a mediating variable (public service motivation) is one that lies intermediary between independent causal factors (organizational citizenship behavior) and an outcome (organizational commitment). Its aim is to approximate the way a variable Z (PSM) affects the impact of X (OCB) on Y (OC) (Baron & Kenny, 1986). MacKinnon (2008) also explained that the mediator variable intercepts the direct connection between variables X and Y, and therefore sheds light on the nature of connection that variable X has on variable Y, rather than variable X having a direct causal relationship over variable Y. In other words, in the context of this study, public service motivation (PSM) diverts the direct link of organizational citizenship behavior to organizational commitment.

5.1 Research Locale

This study was conducted in Davao region, particularly within the Local Government Offices (city hall) of Davao, Tagum, Panabo, Samal and Digos. The inclusion criteria observed in the selection of cities was contiguousness and peace and order situation. The cities of Davao, Tagum, Panabo, Samal and Digos are contiguous cities, being adjacent to each other, while Mati City was not included

because of the peace order situation at the time of the study.

5.2 Population and Sample

The respondents of this study included only the regular City Hall employees of the five selected cities in Davao Region, namely; Davao City, Tagum City, Panabo City, IGaCoS, and Digos City. The respondents of the study were 600 Local Government Employees (LGU) in Davao region out of 4,002 total number of employees. The sample size was determined through a quota of 120 samples for every city, which according to Knofczynski and Mundfrom (2008)[48] could already yield a good prediction level. Quota sampling was used here because the researcher opted to set a target number of LGU population needed for this study. Quota sampling (Changing Minds, 2015) is one of the three categories of non-probability sampling; the other two are purposive sampling and convenience sampling.

With a quota of 120 employees per city, the sample population totalled to 600 local government employees, which means that each city had a 20 per cent share of the population. These were: 120 respondents from Davao City, 120 respondents from Tagum City, 120 respondents were from Panabo City, 129 respondents from the Island Garden City of Samal and 120 from Digos City.

5.3 Research Instrument

Three survey questionnaires were used in gathering the information that this study needed. These instruments were adapted from the standard questionnaires and were modified to contextualize in the local setting.

6. RESULTS

6.1 Level of Organizational Citizenship Behavior

The data on the level of organizational citizenship behavior of the local government employees in Davao Region is reflected in Table 1. The table revealed an overall average score of 4.14, which was described as high level. This means that respondents often manifest citizenship behavior dimensions towards their organization. Scrutinizing the individual results of the indicator revealed that the mean score for altruism was 4.19 with a standard deviation of 0.59; conscientiousness got the highest mean score of 4.21 and a standard deviation of 0.55; and civic virtue got the lowest mean score of 4.03 with a standard deviation of 0.60.

Table 1: Level of Organizational Citizenship Behavior

Indicator	SD	Mean	Descriptive Level
Altruism	0.59	4.19	High
Conscientiousness	0.55	4.21	Very High
Civic Virtue	0.60	4.03	High
Overall	0.50	4.14	High

6.2 Level of Organizational Commitment

Reflected in Table 2 is the level of organizational commitment of the local government employees in Davao Region. As revealed in the table, the overall level of OC was 3.51 with a standard deviation of 0.53. The standard deviation conveyed that the respondents have an almost homogeneous choice of answers from the given scale. This result described a high level of OC among employees,

which means that respondents often manifest commitment behaviors towards their organization.

Examining the data closely revealed slight differences in the mean scores. In fact, all mean scores belonged to the same category of high level. These were: Affective Commitment got an average score of 3.5 with a standard deviation of 0.61; Normative Commitment obtained the lowest mean score of 3.49 and a standard deviation of 0.67; Continuance Commitment obtained the highest mean score of 3.54 and a standard deviation of 0.61.

Table 2: Level of Organizational Commitment

Indicator	SD	Mean	Descriptive Level
Affective Commitment	0.61	3.50	High
Normative Commitment	0.67	3.49	High
Continuance Commitment	0.61	3.54	High
Overall	0.53	3.51	High

6.3 Level of Public Service Motivation

Data on level of PSM of local government employees in Davao Region is reflected in Table 3. It can be seen in the table that the overall mean score was 4.33 with a standard deviation of 0.48. The overall mean score was described to be a very high level of public service motivation, which means that respondents are always attracted to participate in public service, committed to civic virtues, compassionate and self-sacrificial.

There were 4 indicators of PSM identified in this study: attraction to public participation, commitment to public values, compassion and self-sacrifice. However, the items for each of these indicators were lumped into one unit as can be seen in Table 3. Therefore, there were 16 items of public service motivation.

Items that got the highest mean scores and described very high in the scale are the as follows: having an interest to

help in improving public services (M=4.65; SD=0.55), thinking that equal opportunities for citizens being very important (M=4.59; SD=0.61), being important to contribute to common good (M=4.52; SD=.061), thinking about the interest of future generations as fundamental basis of constructing public policies (M=4.49; SD=0.63), and willingness to perform a meaningful public service (M=4.48, 0.65).

On the other hand, six items got high mean scores only. These are: willingness to make contributions on events that talks societal concerns, being prepared to sacrifice societal gains, feeling of sympathy towards the underprivileged, believing in placing public duty first before oneself, agreeing to policies for the well-being of the deprived without counting the cost, thinking about the difficulty of containing feelings upon witnessing people in distress.

Table 3: Level of Public Service Motivation

	Item	SD	Mean	Descriptive Level
1	having an interest to help in improving public services	0.55	4.65	Very High
2	willingness to talk over topics about public programs and policies with others	0.70	4.22	Very High
3	willingness to make contributions on events that talks societal concerns	0.73	4.17	High

4	willingness to perform a meaningful public service	0.65	4.48	Very High
5	being important to contribute to common good	0.61	4.52	Very High
6	thinking that equal opportunities for citizens being very important	0.61	4.59	Very High
7	thinking about the importance of equal opportunities of citizens	0.68	4.37	Very High
8	thinking about the importance of citizens' reliance upon continuous public support	0.68	4.42	Very High
9	thinking about the interest of future generations as fundamental basis of constructing public policies	0.63	4.49	Very High
10	thinking about the difficulty of containing feelings upon witnessing people in distress	0.76	4.02	High
11	feeling of sympathy towards the underprivileged	0.74	4.16	High
12	getting very upset for unfair treatment	0.68	4.42	Very High
13	considering other people's wellbeing in services	0.68	4.40	Very High
14	being prepared to sacrifice societal gains	0.72	4.17	High
15	believing in placing public duty first before oneself	0.71	4.12	High
16	agreeing to policies for the well-being of the deprived without counting the cost	0.78	4.07	High
Overall		0.48	4.33	Very High

6.4 Correlation between Organizational Citizenship Behaviors and Organizational Commitment

Data outputs of correlation tests between OCB and OC are displayed in Table 4. The overall coefficient of correlation was .393 with a p-value of .000. This is described as a significant degree of correlation owing to the fact that the p-value was lesser than the value that was set for the level of significance in this study.

Going into data specifics disclosed that when indicators of OCB were correlated with the indicators of organizational commitment it yielded the following results: Altruism correlated with affective, normative and continuance commitment yielded an overall coefficient of .352 at p-value .000; Conscientiousness correlated with affective, normative, and continuance commitment got an overall coefficient of .358 with a p-value of .000; and Civic Virtue

when correlated with all indicators of organizational commitment yielded an overall coefficient of .342 with a p-value of .000.

Moreover, the correlation test between the indicators of OCB & OC yielded these results: Affective Commitment linked with altruism, conscientiousness, and civic virtue got an overall coefficient of .433 with p-value .000; Normative Commitment linked with altruism, conscientiousness, and civic virtue got an overall coefficient of .299 with p-value .000; Continuance Commitment when linked with altruism, conscientiousness, and civic virtue got a coefficient of .263 with p-value .000. The p-values, which were all .000 indicated a significantly reciprocal correlation concerning organizational citizenship behavior and organizational commitment.

Table 4: Correlation of Organizational Citizenship Behaviors (OCB) and Organizational Commitment (OC)

Organizational Citizenship Behavior (OCB)	Organizational Commitment (OC)			
	Affective	Normative	Continuance	Overall
Altruism	.352* (.000)	.246* (.000)	.215* (.000)	.322* (.000)
Conscientiousness	.383* (.000)	.272* (.000)	.248* (.000)	.358* (.000)
Civic Virtue	.389* (.000)	.258* (.000)	.220* (.000)	.342* (.000)
Overall	.433* (.000)	.299* (.000)	.263* (.000)	.393* (.000)

6.5 Correlation between Correlation of Organizational Citizenship Behaviors and Public Service Motivation

Table 5 shows the result of the test of correlation between independent variable (OCB) and the mediating variable (PSM). The data in the table revealed that when public service motivation was correlated with altruism, it got a coefficient of correlation of 0.653 with p-value .000; again, when PSM was correlated with conscientiousness it got an

Table 5: Correlation of Organizational Citizenship Behaviors (OCB) and Public Service Motivation

	Organizational Citizenship Behavior			
	Altruism	Conscientiousness	Civic Virtue	Overall
Public Service Motivation	0.653* (.000)	0.623* (.000)	0.642* (.000)	0.740* (.000)

6.6 Correlation of Public Service Motivation and Organizational Commitment

Table 6 contained the correlation data between Public Service Motivation (PSM) and Organizational Commitment (OC). When the indicators of organizational commitment were correlated with public service

overall coefficient of 0.623 with p-value .000; and when PSM was correlated with civic virtue, it yielded an overall coefficient of 0.642 with a p-value of .000. The overall coefficient of correlation was 0.740 at p-value .000.

All p-values indicated a significant correlation between public service motivation and organizational citizenship behavior.

motivation, it yielded an overall coefficient of .266 with a p-value of .000 which is significant at .05.

Looking closely, Affective Commitment and PSM yielded a correlation result of .279 at p-value .000; Continuance Commitment and PSM got a coefficient of .187 with p-value .000; and Normative Commitment and PSM got a p-value of .207 with p-value .000. This means that PSM and OC are significantly correlated.

Table 6: Correlation of Public Service Motivation (PSM) and Organizational Commitment (OC)

Organizational Commitment (OC)	Public Service Motivation (PSM)
Affective Commitment	.279* (.000)
Continuance Commitment	.187* (.000)
Normative Commitment	.207* (.000)
Overall	.266* (.000)

6.7 Path Analysis

The data entry for the different paths is displayed in Table 7. The Independent Variable (IV) is Organizational Citizenship Behavior (OCB), the Dependent Variable (DV) is Organizational Commitment (OC), and the Mediating Variable (MV) is Public Service Motivation (PSM). There were four steps involved in the path analysis.

In Step 1, organizational commitment was regressed on organizational citizenship behavior. This was called Path C (IV and DV). The result yielded an Unstandardized Regression Coefficient (B) of .415 and a Standard Error (SE) of .040. The value of significance was .000. In Step 2, organizational commitment was regressed on public service motivation. This was called Path B (MV and DV). This path yielded an Unstandardized Regression

Coefficient (B) of .293 and Standard Error (SE) of .043 with a .000 significance.

In Step 3, which was called Path A (IV and MV), organizational commitment was regressed on organizational citizenship behavior. It yielded an Unstandardized Regression Coefficient (B) of .710 and Standard Error (SE) of .026 with a significance of .000. In Step 4, organizational commitment was regressed on public service motivation and organizational citizenship behavior. This was the analysis on the combined influence of MV and IV on DV, which yielded the following results: When OC was combined with (PSM) it resulted to an unstandardized regression coefficient (B) of -.059 and a standard error (SE) of .061. For the results to be interpretable, the variable was rescaled and regression was repeated. It then yielded a Standardized Regression

Coefficient (B) of $-.054$. The result was Part Correlation at $-.036$.
Moreover, when OC was regressed with OCB, it yielded a Beta (Standardized Regression Coefficient) of $.433$, which was Part Correlation at $.292$. The total R square was

$.156$, which means that the combined effect of MV (public service motivation) and IV (organizational citizenship behavior) on DV (organizational commitment) was only 15.6%

Table 7: Data Entry for the Different Paths

Independent Variable (IV) Organizational Citizenship Behavior (OCB)		
Dependent Variable (DV) Organizational Commitment (OC)		
Mediating Variable (MV) Public Service Motivation (PSM)		
STEPS		
1.	Path C (IV and DV)	
	Organizational Commitment (OC) Regressed on Organizational Citizenship Behavior (OCB)	
	B (Unstandardized Regression Coefficient)	.415
	SE (Standard Error)	.040
	Significance	.000
2.	Path B (MV and DV)	
	Organizational Commitment Regressed on Public Service Motivation	
	B (Unstandardized Regression Coefficient)	.293
	SE (Standard Error)	.043
	Significance	.000
3.	Path A (IV and MV)	
	Organizational Commitment Regressed on Organizational Citizenship Behavior	
	B (Unstandardized Regression Coefficient)	.710
	SE (Standard Error)	.026
	Significance	.000
4.	Combined Influence of MV and IV on DV	
	Organizational Commitment Regressed on Public Service Motivation and Organizational Citizenship Behavior	
	Public Service Motivation (PSM)	
	B (Unstandardized Regression Coefficient)	-.059
	SE (Standard Error)	.061
	Beta (Standardized Regression Coefficient)	-.054
	Part Correlation	-.036
	Organizational Citizenship Behavior (OCB)	
	Beta (Standardized Regression Coefficient)	.433
	Part Correlation	.292
	Total R Square	.156

6.8 Mediation Analysis of the Three Variables

Results of the mediation computation are displayed in Figure 1. It could be seen from the data display that the mediation is null with a p-value of $.0333$, very much greater than p of 0.05 , hence the acceptance of the null hypothesis that public service motivation had no mediating effect on organizational commitment of government employees. The indirect path through public service motivation was very small ($-.04$). The figure was obtained by multiplying path a (0.740) and path b ($-.054$). Inclusion

of the mediating variable did not reduce the basic relationship (0.393) to a significant degree but increased instead, even higher (0.433) than the basic relationship. That result disclosed that mediation in the beta for the basic relationship was achieved. The ratio index yielded a value of -0.10 , indicating that only a negligible amount (about 10%) of the total effect was explained by the indirect path through public service motivation. The non-significant Sobel value with $p=.333$ with the very small indirect/total ratio tells that no significant mediation

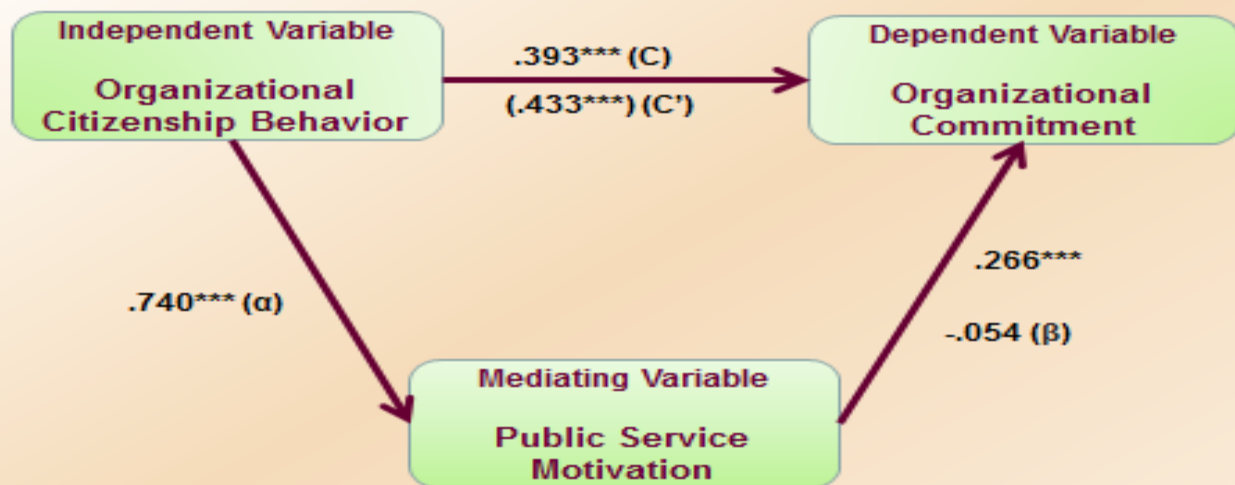
occurred with the involvement of three variables. Public service motivation did not explain any significant portion

of the basic link of organizational citizenship behavior and organizational commitment.

Medgraph Results

Significance of Mediation		NULL	
	Sobel z- value	0.966607	p-value= 0.333741
95% Symmetrical Confidence Interval			
	Lower	-.12683	
	Upper	.04305	
Unstandardized Indirect Effect			
	a*b	-.04189	
	se	.04334	
Effect Size Measures			
Standardized Coefficients			
	Total:	.393	
	Direct:	.433	
	Indirect:	-.04	
	Indirect to Total Ratio	-.10	

Standard Coefficients



NOTE: The numerical values in the parentheses are beta weights taken from the second regression and the other values are zero order correlations.

Figure 1. Results of the Mediation Computation

7. DISCUSSION

Discussions of results are presented in this chapter following the sequence of topics by which results were presented in the preceding chapter.

7.1 Organizational Citizenship Behavior

Local government employees in Davao Region were found to have a high level of OCB, which when given a closer scrutiny could be interpreted that these employees have not totally manifested the behaviors by which they are measured. In other words, there still some aspects of organizational citizenship behavior that these employees need to work on to achieve the highest level of OCB.

So, to thoroughly analyze this high result, the researcher feels that it is important to carefully examine the set of data for this variable, OCB. Three sub-constructs of organizational citizenship behavior are identified, namely; altruism, conscientiousness and civic virtue. Looking at the data, the respondents only got high in altruism and civic virtue, although they got very high in conscientiousness. This means that the respondents manifested altruism and civic virtue most of the times only but not always. Although, they manifested conscientiousness always.

By altruism, it means the prerogative of the employee to help a co-employee with a very important task that has something to do with work (Organ et al, 2006)[63]. By conscientiousness, it means the employee gives or works beyond what is stated in the job description and by civic virtue, it means the employees' deep concern for the well-being and success of the organization (Law et al., 2005)[49].

To further explain the high results using the instrument utilized in gathering the above data, the respondents claimed that they oftentimes manifested the altruistic behaviors such as *helping other employees who have heavy workloads and those who are absent due to important reasons, being ready to reach out to other employees who are experiencing problems at work without being told to do so.*

Moreover, the respondents also claimed to have manifested the following civic virtues on similar occasions as those of altruistic behaviors. These civic virtues are: *keeping up-to-date of any adjustments in the organization by reading or keeping up with news bulletins and communications, attending meetings as well as functions considered important for the image of the organization though not a requirement, and in taking steps to avoid problems with other workers in the organization.*

Inversely, the same data set showed that the respondents have a very high level of conscientiousness as manifested always in the following behaviors: *honesty at work, outstanding attendance at work, not taking extra breaks except those sanctioned by the organization, obeying rules and regulations of the organization always, and being careful, orderly and efficient in their work at all times.*

Authors have asserted that when altruism, conscientiousness and civic virtue are drawn together, they can stimulate the effectual working of the organization. This assertion has actually been empirically proven to enhance the social or psychological work perspectives of the employees (Ritz, Giauque, Varone and Anderfuhren, 2009)[78].

According to Orr, Sackett, and Mercer (1989)[67] and Organ (1990, 1997), these are the behaviors that managers and organizations are looking for in employees because they are value-added characteristics that leverage competition. While these behaviors cannot be demanded by managers from their employees, but managers want their employees to exhibit these behaviors (Motowidlo, 2000; Rayner, Lawton, and Williams, 2012).

7.2 Organizational Commitment

The result of this study revealed an overall *high level* of OC of local government employees. It also revealed they manifested only high levels of affective, normative, and continuance commitments. By affective commitment it means the feelings and emotions of employees towards their organization; by normative commitment it means the viewpoints of employees being a member of the organization. By continuance commitment it means employees' contemplation in staying with such organization.

A close look at the data on affective commitment showed that the respondents manifested a moderate inclination in three among the eight indicators. In other words, the respondents claimed that they feel they are part of the organization only on occasional times. They also felt the same level of affection to their organization; of being attached to it and being accepted by it. However, respondents have high manifestations of feeling very pleased in spending the rest of their career life with the organization as much as the enjoyed talking about it outsiders. They also feel as though problems of the organization are their own and that their organization bears a personal meaning to them. But then again because things are changing, they still think that they could easily become as attached to another organization as they are to their present organization.

Moreover, as for normative commitment, the respondents showed that they often feel it is difficult to depart from their organization now because some personal and even familial affairs may be affected. They claimed the fact that they stay in the organization because it is necessary and because they have done not have much choice since there are no alternatives for them outside the organization. Furthermore, the respondents manifested a high level of continuance commitment in that they believe that maybe it would be good for them to stay in the organization and that things may work towards their advantage if they stay throughout their career life. The respondents asserted that while it is true that loyalty is an imperative, but they also accepted the fact that employees nowadays transfer from one company to another as long as they like and they did

not feel bad about it since it is no longer a moral concern as long as they leave the organization in an acceptable manner.

The foregoing results imply that the local government employees in Davao Region are not strongly attached to their organization, which may be due to lack of motivation also. Tella, Ayeni, and Popoola (2007)[83] disclosed that those employees who have strong emotional attachments to the organization are those who are likely to stay. Building a connection between that statement and the result of this study would conclude that the respondents do not have the motivation that is expected from them. Just as Meyer and Allen (1991) and Mowday, Porter, and Steers (1992) had long declared that employees who lacked emotional attachment to their organization did not feel that they belong to the organization, more so that they showed less involvement in their organization's activities. They also showed less interest in pursuing the organization's goals.

Salim, Kamarudin and Abdul Kadir (2013) have found the reason behind why employees show less commitment to their organization. They pointed out that lack of organizational support and less job satisfaction are the resultant effects. Whereas, Cohen and Golan (2007) underscored that less committed employees are those who are frequently absent from the work and who eventual leave the organization. Also, these less committed employees show lesser productivity because they are not motivated to do their responsibilities (Afshari & Gibson, 2015; Choong et al., 2011; Cetin et al., 2011).

7.3 Public Service Motivation

Public service motivation (PSM) was very high among the local government employees in selected cities in Davao Region. This means that generally, these employees have good intentions of delivering services to the public. That, while authors may have different takes of what public service motivation exactly is, but the truth remains that employees have their own personal motives of their actions (Perry & Hogdeghem, 2008; Perry et al., 2010; Vandenabeele, 2007). In the first place, Pandey et al. (2008) argued that people want to be employed in the public agencies because they wanted to serve the people, besides having a financially lucrative career.

Kim et al. (2010) averred that people are lured towards public service because they find meaning in serving the people as much as they want to advance common good. This must be the reason on the very high rating for this variable as a result of this study. These public servants as they are commonly called, are committed to portray the values that government organizations represent not only for this generation but for the rest of the generations to come. With these said, public sector employees are expected to show sympathy to the deprived population, showing genuine care and equal treatment to those whom they serve.

7.4 Correlations between Measures

Three relationships of variables were tested in this study: between Independent Variable (IV) and Dependent Variable (DV); between Independent Variable (IV) and Mediating Variable (MV); and between Mediating Variable (MV) and Dependent Variable (DV). To reiterate, the independent variable (IV) in this study is Organizational Citizenship Behavior (OCB), the dependent variable (DV) is Organizational Commitment (OC), and the mediating variable (MV) is Public Service Motivation (PSM).

The correlation test revealed a significant relationship between all tested variables. For instance, the test of correlation between OCB and OC showed that all indicators between the two variables have significant relationships. This affirmed the declaration of the following authors on the significance of OCB and OC's relationship based also on the findings of their studies: Cohen (2006) [25] averred that OCB and OC have a powerful relationship; Dickinson (2009)[34] acknowledged that OCB has a tight association with organizational commitment; Lepine, Erez & Johnson (2002)[50] and O'Reilly & Chatman (1986)[68], which was later echoed by Zayas-Ortiz et al. (2015)[91] recognized that OCB and OC have a positive and significant correlation. Similarly, Bolino and Turnley's (2003)[12] claim that organizational citizenship behavior influences organizational commitment.

Similarly, the correlation test revealed a significant relationship between Organizational Citizenship Behavior (OCB) and Public Service Motivation (PSM). The above correlation results confirmed the claim of Kim (2006) and Mohammed et al. (2015)[57] that there is a significant relationship between organizational citizenship behavior and public service motivation. Moreover, the result revealed a significant relationship between Public Service Motivation (PSM) and Organizational Commitment (OC). This affirmed Richardson's (2012) claim organizational commitment can influence public service motivation.

7.5 Mediation Analysis of the Three Variables

The result of the mediation computation revealed that public service motivation did not explain any significant portion in the basic relationship between OCB and OC. This result did not support the central context of the study that PSM intercede the connection of organizational citizenship behavior (OCB) and organizational commitment (OC) of local government employees in Davao Region. However, the result substantiated the propositions of Jin, McDonald and Park (2016), Richardson (2012), and Zayas-Ortiz et al. (2015)[91] who maintained that OCB is completely and reciprocally associated with organizational commitment of employees, thereby suggesting that the degree of OCB can define the degree of OC of employees and even vice versa. In fact, the above claims as well as the result of this study were already found out by Bolino and Turnley in 2003[12] and thus averred that organizational citizenship behavior

affects organizational commitment. This was also echoed by Chang, et al., 2011[23]. Moreover, although there were studies which claimed the importance of PSM in expounding commitment to organizations (Perry and Wise, 1990[75]; Castaing, 1984)[19], but they did not say that public service motivation could mediate the connection of between OCB and OC.

8. CONCLUSION

The foregoing results can be concluded, thus:

LGU employees demonstrate a high sense of altruism, that is, they often feel a selfless concern for the well-being of others; are very highly conscientious, that is, they are diligent and thorough in their work; have high civic virtue, that is, they maintained a standard of righteous behavior in their involvement in society. Also, that LGU employees demonstrate a high affective commitment to their organization, that is, they often feel strongly attached to their organization. A very high normative commitment suggests that the employees are very loyal to their organization and a very high continuance commitment to their organization suggests that they strongly feel that their organization is always better than the other organization.

The study also concluded that LGU employees are very highly motivated in public service, as such; they are so attracted to public service, committed to public values, compassionate, and self-sacrificing. The study concluded that organizational citizenship behavior and organizational commitment are positively and significantly associated. That is, the rise in the level of OCB, gives rise also to the level of OC.

Lastly, the findings of this study affirmed the propositions which this study was built upon. The findings affirmed the propositions of Jin et al. (2016)[43], Richardson (2012)[77], Castaing (1984)[19] that public service motivation can positively influence employees' organizational commitment. Moreover, the study likewise affirmed the propositions of Chang et al. (2011) [23] and Ozdem (2012)[69] that there is a positive and significant relationship between organizational citizenship behavior and organizational commitment. However, the mediating effect of public service motivation on the relationship between Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) is not significant. This indicates that public service motivation (PSM) cannot explain the basic link between Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC).

9. RECOMMENDATION

Although employees were found to have a very high level of public service motivation but they were also found to only have high levels of organizational citizenship behavior and organizational commitment. Therefore, building upon these findings, the researcher recommends that administration should support the organizational

needs of employees so that their organizational citizenship behavior and organizational commitment could improve. The HR Managers in the local government units may conduct Needs Assessment (TNA) to address the OCB and OC concerns of the employees. A Needs Assessment is important in objectively identifying the needs of the employees because in the first place it is the employees who exactly know what they want and what matters to them the most. Then, the result of this assessment will guide HR Managers on what to do next following the results. Training or workshops promoting the OCB and OC traits may be conducted for these traits to reach their apex (very high), which is the expected level.

Similarly, although LGU employees were found to have a very high affective, normative and continuance commitments, still it is recommended that LGUs or the city governments should also offer other attractive benefits to their employees. The review of related literature presented in this study emphatically claimed attractive benefits (tangibles and intangibles) are effective drivers of motivation and commitment. Therefore, these should be afforded to public servants through a policy implementation. For example: a policy on scholarship grants to their children, a policy on high coverage health insurance, a policy on staff professional development, a policy on bonuses, and a policy on regularization and tenure of employees. A policy on salary standardization may be reviewed to know whether this policy is still relevant to the present time, if not, its revision is also highly recommended. Importantly, a standard procedure should always be followed in implementing policies so that equality and fairness should always be observed always.

Finally, since the independent variable used in this study was found to have significant influence on the dependent variable, it is therefore also recommended that further researches may be conducted on topics relating to employees' OCB and OC by exploring other variables not covered in the fifty percent influence. The researcher may design his/her own questionnaire following a standard procedure so that it could become another basis in measuring OCB and OC among employees not only in the public sector but also in the private sector and to extend even to the small companies. In this way, turnover of employees (due to demotivation and dissatisfaction of company policies) may be prevented. Literatures have cited the high cost of employees' turnovers as new employees would be introduced to company training, etc. Besides, company productivity and reputation may be affected, which is usually the rippling effect of these moves.

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