Towards a Model of Organizational Citizenship Behaviour Where It Matters the Most: Civil Society Workplaces

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i. Abstract

Organizational citizenship behaviour is argued to be particularly important to civil society organizations, especially during a pandemic. However, organizational citizenship behaviour needs further theoretically driven research in the civil society sector, which is the overarching aim of this thesis. This thesis identifies two competing measurement models of organizational citizenship behaviour, and a corresponding need to explore its correlates, positioned as proximal correlates (burnout and engagement) and related job attitudes.

This thesis recruited *N* = 442 employees from 217 civil society organizations in New Zealand. Confirmatory factor analysis, interclass correlation coefficients, and within-group agreement indices tested two competing measurement models of organizational citizenship behaviour. These analyses revealed that employees of civil society organizations tended to perform citizenship behaviour in accordance with one of the models: Organ's (1988) five-factor organizational citizenship behaviour, independent of their organization.

Using the data collected from New Zealand's civil society sector, two-stage structural equation modelling (SEM) was used to develop and test two models of correlates to organizational citizenship behaviour. The results of this analysis suggest that perceived time demands linked positively to burnout, which in turn had a weak positive link to organizational citizenship behaviour. In addition, there was a positive link between citizenship motivation and engagement, which then had a positive relationship with Organ's (1988) five sub-facet based organizational citizenship behaviour.

As a comparative analysis, one-stage meta-analytic structural equation modelling was used to develop and test simplified comparison models of the correlates to organizational citizenship behaviour in the wider literature, that is, excluding civil society. *N*

= 34 independent samples were included in the meta-analysis. The meta-analytic results suggested that negative job attitudes had a positive relationship with burnout, but burnout had no relationship with organizational citizenship behaviour. However, positive job attitudes had a positive relationship with engagement, which in turn had a positive relationship with organizational citizenship behaviour in the wider organizational literature.

The thesis revealed that there is a key difference between correlates to organizational citizenship behaviour in the wider literature, as tested in the meta-analysis, and in New Zealand's civil society sector, as tested by structural equation modelling. The relationship between burnout and organizational citizenship behaviour differs across the for-profit and civil society sectors. Burnout was found to have a positive relationship with organizational citizenship behaviour in the civil society sector, but not in the meta-analytic test of the for-profit sector.

ii. Acknowledgements

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This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern 18/038.

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1 Introduction and Critical Literature Review

To most people Organizational Citizenship Behaviour means 'to go above and beyond, for other people, at work'. This concept of, and term organizational citizenship behaviour was first introduced into the academic literature by Smith, Organ, and Near (1983). Organ (1988) defined it as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). A little more broadly, organizational citizenship behaviour has been defined as behaviours which are not formally prescribed, but are still desired by an employing organization (Schnake, 1991). This definition is broader because it applies regardless of who the organizational citizenship helps, not just organizations but also individual employees.

So-defined, organizational citizenship behaviour has been investigated in-depth across a range of organizational settings (Ackfeldt & Coote, 2005; Moreno, 2015; Netemeyer, Boles, McKee, & McMurrian, 1997; Nonnis et al., 2020), cultural contexts (Bommer, Dierdorff, & Rubin, 2007; Jurewicz, 2004; Maroofi, 2016; Ngongvoralath, 2019; Rego & Cunha, 2010; Riyanto & Hapsari, 2020), and employee levels (Armstrong & Qi, 2020; Gunnesch-Luca & Moser, 2020; Vigoda-Gadot, Beeri, Birman-Shemesh, & Somech, 2007). However, most of the research has been conducted in the private, for-profit, sector. Examples of such research settings range from early career sales staff in the United States (MacKenzie, Podsakoff, & Fetter, 1991) to supervisors and employees of Chinese manufacturing organizations (Armstrong & Qi, 2020). These examples of citizenship at work are from sectors where helping others is not explicitly written into the job description, namely in the for-profit, that is, private sector. When an organization is geared to make

profit, then it makes sense, logically, to view helping others as discretionary and desirable – peripheral - rather than a must-have. However, when an organization's very purpose is to help others, then citizenship may become more central, rather than relatively peripheral to work performance. Even if such a behaviour is of increased importance to an organization that is focused on helping others, there is still scope for an employee to go above and beyond at work in both a proactive and reactive manner.

It is further important to distinguish organizational citizenship behaviour from other forms of partially related constructs such as discretionary service behaviours. Discretionary service behaviours can be thought of as pertinent, and specific, responses to complex and dynamic work environments (Nguyen, Johnson, Collins, & Parker, 2017). There is a measure of overlap between discretionary service behaviours and organizational citizenship behaviours. However, discretionary service behaviours are most often discussed in relation to service organizations, where frontline staff are providing a direct service to customers (Blancero & Johnson, 2001; Siami, Martin, Gorji, & Grimmer, 2022; Simons, McLean Parks, & Tomlinson, 2018). The civil society sector is comprised of organizations that perform a variety of activities, rather than only organizations that focus on service delivery. For example, some civil society organizations conduct advocacy work to facilitate policy change and do not have front line service delivery business units. Therefore, organizational citizenship behaviour may be a more relevant construct to use to investigate extra-role behaviours in the civil society sector.

There remains at least one potential exception across this wide swathe of research on citizenship at work: the not-for-profit, civil society, sector. In this sector, helping others is often the very purpose of the job, rendering organizational citizenship central not just peripheral. At the same time however, even though the job description may specify helping

others as a core work activity, there may remain an inherent potential for going beyond the bare minimum, in the formal job description, to help others. Such behaviours could still in principle, perhaps, go the extra mile in the sense of helping clients, for example, a food bank worker delivering parcels after regular work hours. In the civil society sector, therefore, organisational citizenship behaviour remains under-researched or theorized, and as a consequence, poorly understood (Akhtar, Hakeem, & Naeem, 2017).

One country that has a well-developed tradition of people joining formal and informal organizations as volunteers and employees is New Zealand (Tennant, Sanders, O'Brien, & Castle, 2006). In "The New Zealand Cause Report", a white paper that aimed to provide a deeper understanding and appreciation of the critical role the civil society sector plays in New Zealand, McLeod (2017) stated that "the sector is the glue which holds much of New Zealand society together and allows it to function and prosper" (p. 7). In a study of 100 low-income families in Auckland, Hodgetts, Chamberlain, Groot, and Tankel (2014) suggested that "non-governmental social services have a greater role to play in meeting the basic human needs of families and in advocating for the addressing of structural causes of poverty" (p. 2041) due to the reduction in welfare services provided by governments.

This thesis explores that gap. It does so through the lens of workplace behaviour with a focus on organizational citizenship behaviour, in the civil society sector, in New Zealand. It does so at an auspicious time in human history. For example, the Auckland City Mission (2020), a civil society organization, reported that during the height of the Covid-19 pandemic in New Zealand they distributed 175% more food to families in need than during the same period in 2019. Thus, the current thesis is focused on developing a model of organizational citizenship behaviour in a sector where it matters the most: the civil sector, and at a time when it may matter most: during a pandemic.

Almost a decade ago, Hodgetts et al. (2014) highlighted that there was an increasing number of New Zealanders living in poverty, whilst concurrently government welfare systems were being dismantled, which was combined with an increased level of scrutiny of access to welfare. Since 2014, there has been rapid growth in the number of organizations operating outside the traditional governmental and commercial sectors in New Zealand (Kuruvila, 2017). Statistics NZ (2020) report that there were 115,770 civil society organizations in New Zealand in 2018, with the total income of civil society organizations in New Zealand increasing from $13.28 billion (2013) to $18.11 billion in 2018. The civil society sector is of extreme importance to New Zealand, contributing 2.8% of New Zealand's gross domestic product in 2018 (Statistics NZ, 2020). Hence as well as contributing to people's livelihoods in New Zealand, this study of organizational citizenship behaviour may also contribute to societal wellbeing.

It is important to define which organisations are classified as civil society in this thesis. A growing group of civil society organizations are commonly identified as: non-profit organizations (Tennant et al., 2006), the voluntary sector (Moulvi, 2014), the third sector (Aimers & Walker, 2016), the social economy (D. Kim, Cho, & Allen, 2020), non-governmental organizations (Pimthong, 2016), the charitable sector (Reddy, Locke, & Fauzi, 2013), and civil society organizations (Clayton, Oakley, & Taylor, 2000). There is no clear single label or term that is used to describe the non-profit sector in New Zealand. The terms of reference to different types of organizations and fields within the sector tend to be used interchangeably. But for the purposes of the current thesis, the inclusive label civil society organization (s; CSO) is used to denote any organization that operates outside the purview of the state, and in a non-profit context (Clayton et al., 2000).

The overarching aim of this thesis is to explore psychological insights into organizational citizenship behaviour in New Zealand's civil society sector. To do this, the current thesis has three underlying objectives:

1. To explore the structural dimensionality of organizational citizenship behaviour through the lens of civil society organizations using confirmatory factor analysis.
2. To investigate and refine the correlates to organizational citizenship behaviour, given the results of the first objective, in New Zealand's civil society sector using structural equation modelling.
3. To conduct meta-analytic structural equation modelling of the correlates to organizational citizenship behaviour in the wider for-profit sector, and compare the meta-analytic refinement to this thesis' results from New Zealand's civil society sector.

The findings resulting from addressing these three objectives will establish clear links between the civil society sector and the wider organizational literature, in the process enriching organizational citizenship behaviour theory itself. By doing this, it is hoped the current thesis will meet its aim to provide insight into organizational citizenship behaviour in New Zealand's civil society sector.

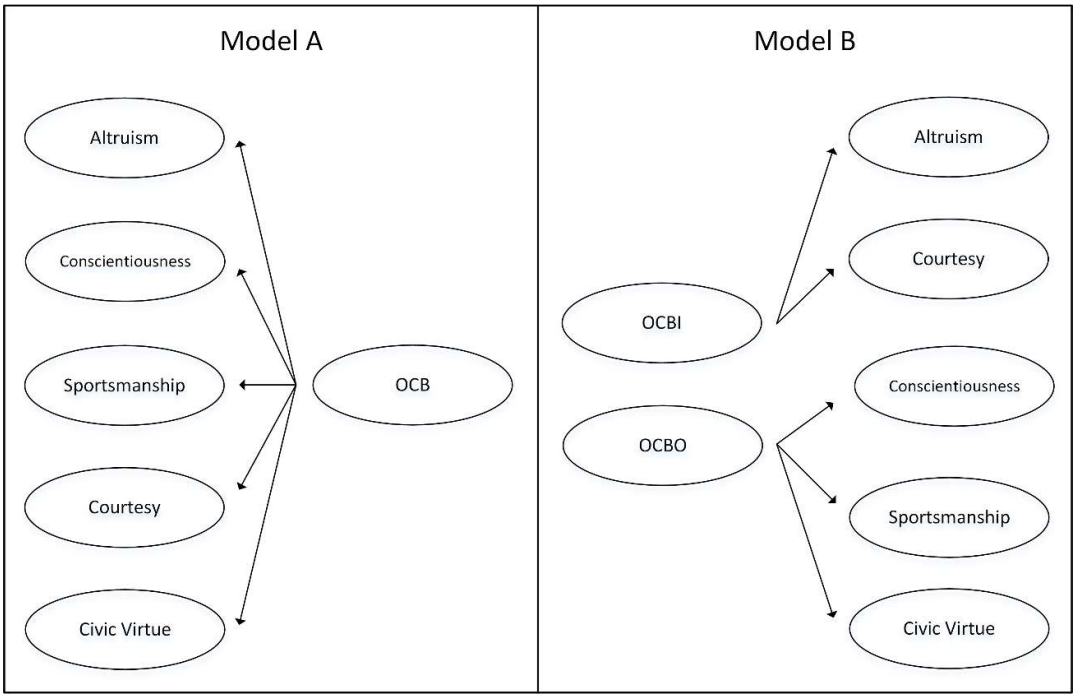
1.1 History of Research into Organizational Citizenship Behaviour

One of the bases of much organisational science, and social science, is the taxonomy (Purcell & Gould, 1994). Taxonomies are a first step in building theories that seek to explain human behaviour. Historically, there are two main taxonomies of organizational citizenship behaviour in the research literature. Model A in Figure 1 displays the most widely accepted conceptualization of organizational citizenship behaviour, conceptualized by Organ (1988). The latent variables labelled as OCBI (organizational citizenship behaviour – individual) and

OCBO (organizational citizenship behaviour – organizational) in Model B Figure 1 present a rival formulation of organizational citizenship behaviour, proposed by L. J. Williams and Anderson (1991). Model B, in its entirety, reflects a refined version of L. J. Williams and Anderson's two-factor organizational citizenship behaviour model that was developed by LePine, Erez, and Johnson (2002) and Hoffman, Blair, Meriac, and Woehr (2007). These two taxonomies have led to two different streams of research with minimal direct comparisons and few attempts to link between the taxonomies in primary research studies.

Figure 1

Competing Measurement Models of Organizational Citizenship Behaviour to be Tested in the Civil Society Sector. Model A was Developed by Organ (1988) and Model B was developed by LePine, Erez, and Johnson (2002) and Hoffman et al. (2007) Who Refined the Work of. L. J. Williams and Anderson (1991).



Note. OCB = Organizational Citizenship Behaviour, OCBI = Organizational Citizenship Behaviour-Individual OCBO = Organizational Citizenship Behaviour-Organizational.

1.1.1 Model A – One Factor Organizational Citizenship Behaviour

In his taxonomy, Organ (1988) proposed a five-factor measurement model for organizational citizenship behaviour (Model A in Figure 1).

In Figure 1, the first of Organ's (1988) five sub-facets of organizational citizenship behaviour is altruism. Altruism usually refers to the willingness to do things that give advantages to other people even if it disadvantages yourself, without any expectation of return (Niall & Jonathan, 2007). In the context of organizational citizenship behaviour, Organ (1988) defined altruism as discretionary behaviours that have a helping effect for a specific person with an organizationally relevant problem, say someone who asks for a colleague to cover for them whilst they pick up their child from school. In civil society sector it might be exemplified by going out of one's way to help a colleague complete an afterhours food parcel delivery by a foodbank.

Conscientiousness (Figure 1) is popularly defined as being meticulous, careful, and conforming to the dictates of conscience (Merriam-Webster, n.d.-a). For organizational citizenship behaviour, conscientiousness means performing work-related behaviours beyond the minimum required levels (Organ, 1988). Conscientiousness in the civil society sector could be exemplified by an employee, who has no responsibility for the organizations financial resources, actively looking for ways to help their organization's resources stretch further, so as to help more people. Given this, it makes sense to include Organ's (1988) sub-facet conscientiousness in the current thesis to assess its relevance to the civil society sector.

Sportsmanship as seen in Figure 1, is exemplified when thinking about a 5000m running race. If an athlete collapses and another athlete stops to help their collapsed

competitor to get back up and finish the race, with no regard for the negative consequences to their own performance, the athlete who stopped to help personifies sportsmanship. Organ's (1988) sportsmanship sub-facet embodies this type of behaviour. Employees who maintain a positive attitude when things do not go their way at work and are willing to sacrifice their own interests to aid organizational success demonstrate what Organ (1988) deemed as sportsmanship. In a civil society organization, sportsmanship would be exemplified by an employee going out of their way to take on a struggling colleague's work load, on top of their own. The employee would do so without regard for the potential negative consequences for their own role performance.

Courtesy (Figure 1) usually refers to behaviours that are courteous and respectful in nature (Merriam-Webster, n.d.-b). In his organizational citizenship behaviour theory, Organ (1988) defined courtesy as behaviours aimed at preventing work-related problems with others from occurring. Employees of civil society organizations can have lived experiences of the issues they are trying to help others with, and this lived experience is increasingly being recognized as critical to civil society organizations (Chapman, Roche, Kostadinov, Duraisingam, & Hodge, 2020). In the civil society sector, an example of an employee exhibiting Organ's (1988) courteous behaviour is being mindful of treating colleagues such as those with lived experiences of issues with respect and protecting their rights. Therefore, the inclusion of Organ's (1988) courtesy sub-facet in the current thesis' model of organizational citizenship behaviour is apt.

Civic virtue is defined as the character of a good citizen, entailing dispositions that show one is a good participant in a political community (Lovett, 2015). Organ (1988) defined civic virtue as behaviours that display that an employee is actively and responsibly involved with, and concerned about, the life of the organization. In the civil society sector, an

example of civic virtue is an employee being involved with ensuring their employing organization's survival. This could be through donating part of their wages back to the organization, it could be supporting fundraising activities when they are not required to, or even helping to develop organizational strategy when forced to pivot by events such as a global pandemic. In essence, civic virtue captures the very essence of civil society work. Thus, it is logical to include civic virtue in the current thesis as a sub-facet of organizational citizenship behaviour.

Measuring Model A. The first empirical studies to test the structure of organizational citizenship behaviour using Organ's (1988) five sub-facets were conducted by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and Konovsky and Organ (1996). Podsakoff et al. (1990) surveyed *N* = 988 employees of an international petrochemical company operating across the United States, Canada, and Europe. Konovsky and Organ (1996) surveyed *N* = 637 people working across all departments of one American Veteran Affairs hospital, in the not-for-profit health sector. Podsakoff et al. (1990) and Konovsky and Organ (1996) both tested the five factor structure of organizational citizenship behaviour using confirmatory factor analysis. In both studies, regardless of sector, confirmatory factor analysis found that all items used to measure the five sub-facets of organizational citizenship behaviour loaded significantly on their intended dimensions. There was also a good fit between Organ's (1988) five-factor model of organizational citizenship behaviour (seen in Model A Figure 1) and the data from both studies' samples. Thus there was consistent support in the early literature on organizational citizenship behaviour, bridging for-profit and civil society, for Organ's (1988) five-factor conceptualisation, including both private (Podsakoff et al., 1990) and public service (Konovsky & Organ, 1996) sectors.

Another study testing Organ's (1988) five sub-facet based measurement model of organizational citizenship behaviour, again in the civil society sector, was performed by Mukhtar, Sial, Imran, and Jilani (2012). These researchers used Podsakoff et al.'s (1990) organizational citizenship behaviour measure to assess Organ's (1988) five dimensional taxonomy of organizational citizenship behaviour; presented as Model A in Figure 1. Surveying *N* = 131 employees of civil society organizations working in Pakistan, Mukhtar et al. (2012) claimed that Organ's (1988) model of organizational citizenship behaviour (Model A, Figure 1) was applicable in the civil society sector. However, Mukhtar et al. (2012) based that claim on a questionable form of evidence.

The questionable evidence referred to by Mukhtar et al. (2012) was presenting evidence in support of a single factor organizational citizenship behaviour. The evidence presented was correlation coefficients between organizational citizenship behaviour and other variables to provide evidence of discriminant validity, and a strong Cronbach's Alpha for the single factor organizational citizenship behaviour. Both these pieces of evidence are questionable because there is a disconnect between Mukhtar et al.'s (2012) theoretical argument for a five sub-faceted form of organizational citizenship behaviour, as suggested by Organ (1988), and the single factor form of organizational citizenship behaviour presented in Mukhtar et al.'s (2012) results. There was no acknowledgement of any of Organ's (1988) sub-facets, or a clear discussion of how Mukhtar et al.'s (2012) 19-item measure that was designed to capture Organ's (1988) sub-facets was used to measure a single factor form of organizational citizenship behaviour. Mukhtar et al.'s (2012) study was thereby at best a preliminary study into organizational citizenship behaviour in the civil society sector.

In an attempt to address this issue of a disconnect between the theory and measurement of organizational citizenship behaviour in the civil society sector, Pimthong (2016) surveyed *N* = 640 employees of civil society organizations based in Thailand, Myanmar, Laos, and Cambodia. Pimthong (2016) performed confirmatory factor analysis on data representing Organ's (1988) five sub-facets, as shown in Model A Figure 1. Pimthong (2016) found standardized factor loadings ranging from .42 to .76 between Organ's (1988) five sub-facets and the latent organizational citizenship behaviour. Pimthong (2016) did not provide any information about the fit of the organizational citizenship behaviour measurement model, for example, fit indices and reliability estimates. This means that Pimthong's (2016) study only provides preliminary evidence of a five sub-faceted form of organizational citizenship behaviour. Another issue with the evidence of the five sub-facet based model of organizational citizenship behaviour is that Pimthong (2016) did not test any competing models of organizational citizenship behaviour. Thus the evidence for a one-factor model with five sub-facets, either in or beyond civil society, is equivocal.

1.1.2 The Foundations of Model B – Two Factor Organizational Citizenship Behaviour

L. J. Williams and Anderson (1991) counter-hypothesized that organizational citizenship behaviour does not have any sub-facets, and that it might be reduced not into one latent factor but instead into two main facets or factors which are essentially unrelated (Figure 1). L. J. Williams and Anderson's (1991) model of organizational citizenship behaviour is presented as the two latent variables labelled as OCBI (organizational citizenship behaviour – individual) and OCBO (organizational citizenship behaviour – organizational) in Figure 1. The conceptual justification that they offered for the split, which was more parsimonious than the original model, was that past research had differentiated

organizational citizenship based on the type of behaviour performed, but this distinction was not well defined theoretically.

Organizational citizenship behaviour – individual (OCBI) was defined as extra-role behaviours immediately and directly benefitting individuals in the organisation, and through this process benefit the organization (L. J. Williams & Anderson, 1991). An example of organizational citizenship behaviour – individual (OCBI) provided by L. J. Williams and Anderson (1991) is an employee helping colleagues who have been absent. In the civil society sector, an example of organizational citizenship behaviour – individual (OCBI) might be an employee taking some administrative workload from a colleague so the colleague can focus more on service delivery. L. J. Williams and Anderson (1991) present organizational citizenship behaviour – organizational (OCBO) as citizenship behaviours that help an organization in general, for example, an employee giving advance notice when they cannot come in to work. In a civil society setting, organizational citizenship behaviour – organizational (OCBO) could be exemplified by an employee proactively seeking funding opportunities when it is not part of their role. Thus, both organizational citizenship behaviour – individual and organizational (OCBI and OCBO) might apply in the civil society context.

In testing their simple two-factor model, L. J. Williams and Anderson (1991) conducted a survey-based study using N = 127 MBA students who had technical and professional jobs in the United States of America. Using exploratory factor analysis, they found two distinct factors, not one. In factor analysis strong factor loadings are usually an indicator of a strong relationships between items and latent factors (Brown, 2006). L. J. Williams and Anderson's (1991) study argued that strong factor loadings between the measuring items and their respective organizational citizenship behaviour factors (OCBI or

OCBO) were evidence of the two-factor model of organizational citizenship behaviour (OCBI and OCBO in Figure 1). However, L. J. Williams and Anderson (1991) developed their measurement instrument from work that they criticized as having poor theoretical definitions. By incorporating items that were originally developed to measure different constructs (not OCBI and OCBO), it is possible that the two-factor form of organizational citizenship behaviour proposed by L. J. Williams and Anderson (1991) was not actually captured by their measurement instrument.

Adding to the lack of clarity around the two-factor model of organizational citizenship behaviour, L. J. Williams and Anderson (1991) also reported a correlation of r = .43 between these two latent constructs (OCBI and OCBO). This correlation is only moderate, but it suggests that the relationship between the two organizational citizenship behaviour constructs was not as clear cut as it first seemed. Between the issues with the development of the measurement instrument, and the evidence of a relationship between the two organizational citizenship factors proposed by L. J. Williams and Anderson (1991), the findings of this study are equivocal. It is unclear if splitting Organ's (1988) higher order organizational citizenship behaviour factor with five sub-facets into two standalone factors, with no sub-facets, works in the real world. To address the equivocal nature of past research, the current thesis will attempt to link between the two taxonomies of organizational citizenship behaviour by creating a closer alignment between theory and measurement.

1.1.3 Model B – Linking the Two Taxonomies of Organizational Citizenship Behaviour

Two meta-analyses have developed and tested a method to address the equivocal nature of model development for the two organizational citizenship behaviour taxonomies

presented in Figure 1. Both LePine et al.'s (2002) and Hoffman et al.'s (2007) meta-analyses attempted to address the equivical nature of past research in the private sector by aligning L. J. Williams and Anderson's (1991) OCBI (organizational citizenship behaviour – individual) and OCBO (organizational citizenship behaviour – organizational) with the corresponding sub-facets developed by Organ (1988), as seen in Model B (Figure 1). L. J. Williams and Anderson's (1991) model can be criticized because it focused on an outdated measurement model of Organ's (1988) organizational citizenship behaviour.

L. J. Williams and Anderson (1991) focused their critique of Organ's (1988) organizational citizenship behaviour theory on an early working definition of Organ's (1988) model of organizational citizenship behaviour. L. J. Williams and Anderson (1991) ignored Organ's (1988) call for a measurement model of organizational citizenship behaviour that reflected the more developed theoretical model that Organ (1988) had presented. LePine et al.'s (2002) and Hoffman et al.'s (2007) meta-analyses attempt to resolve this disconnect by linking between Organ's (1988) five sub-facets and L. J. Williams and Anderson's (1991) two higher-order organizational citizenship behaviour factors, as presented in Model B Figure 1.

The two meta-analyses used samples from 37 unique studies (*N* = 16,330, LePine et al., [2002]) and from 112 studies (*N* = 41,650; Hoffman et al., [2007]). The samples drew from a range of organizations such as Kuwaiti government ministries and an American insurance company. However, none of the organizations included in these meta-analyses would be classed as civil society organizations under the definition used by this thesis.

LePine et al. (2002) performed a random effects meta-analysis and found that organizational citizenship behaviour - individual (OCBI) and organizational (OCBO) did not have significantly different relationships with predictor variables. This suggests that across the wider private sector, there is no practical difference between organizational citizenship

behaviour - individual (OCBI) and organizational (OCBO). This is the first indication that perhaps L. J. Williams and Anderson's two-factor model of organizational citizenship behaviour is not in fact the best match to citizenship behaviour in the private sector.

Hoffman et al.'s (2007) meta-analysis further supported the conclusion that there is limited practical difference between organizational citizenship behaviour - individual (OCBI) and organizational (OCBO). Using confirmatory factor analysis, Hoffman et al. (2007) found a strong correlation (r = .98) between organizational citizenship behaviour – individual and organizational (OCBI and OCBO). This is a far stronger relationship than what was found by L. J. Williams and Anderson's (1991) earlier work. By finding such a strong correlation between organizational citizenship behaviour - individual (OCBI) and organizational (OCBO), Hoffman et al.'s (2007) study provides more evidence that L. J. Williams and Anderson's two-factor model of citizenship behaviour may not be the best match to citizenship behaviours performed in the wider private sector.

The results of both LePine et al.'s (2002) and Hoffman et al.'s (2007) meta-analyses imply that there is no empirical distinction between organizational citizenship behaviour – individual and organizational (OCBI and OCBO, Model B Figure 1). Effectively, Model A won the meta-analytic argument between two taxonomies.

The work of both LePine et al. (2002) and Hoffman et al. (2007) suggest that a latent model of organizational citizenship behaviour as shown in Model A (Figure 1) will offer the best foundation for further research. However, the results of the two meta-analyses begs a question around differences in citizenship behaviour between the private, for-profit sector, and the civil society sector. To clarify the issue of the most apt model of organizational citizenship behaviour, this thesis will test what model of organizational citizenship behaviour best fits the civil society sector in New Zealand.

Research Question 1: Which measurement model, either Model A or Model B, provides the best model fit in New Zealand's civil society sector?

1.2 Refining the Correlates to Organizational Citizenship Behaviour for the Civil Society Sector

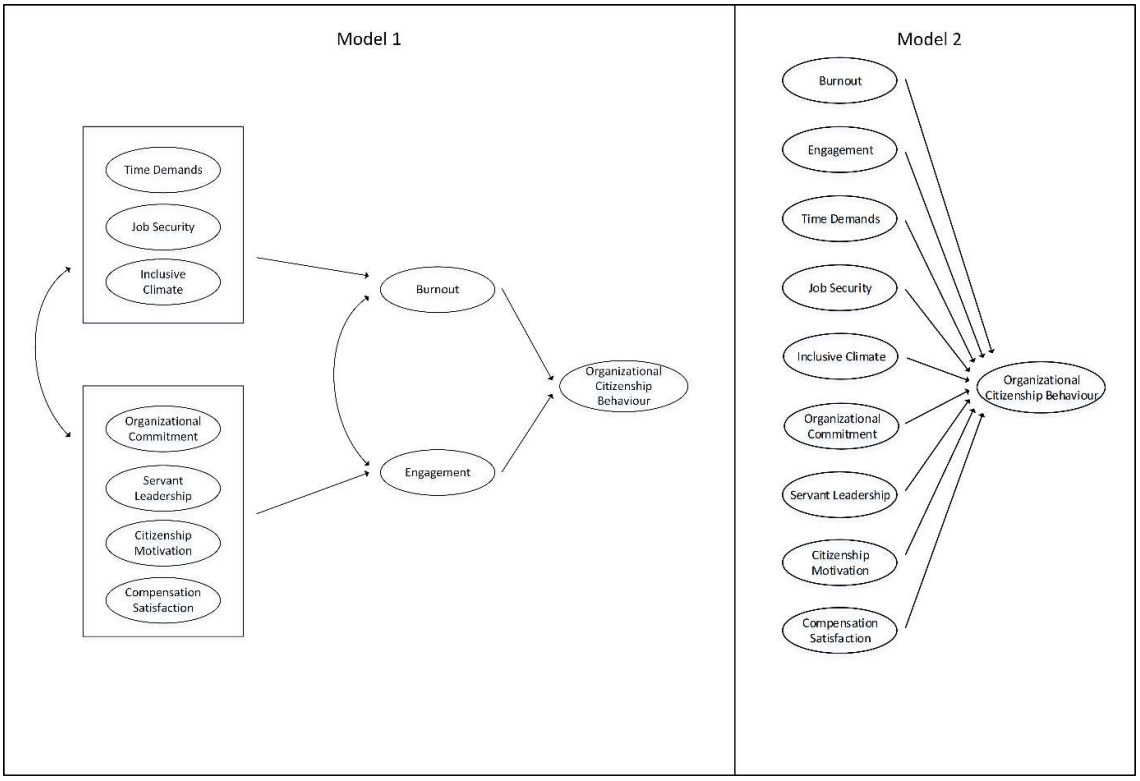
The current thesis will explore two frameworks of correlates to organizational citizenship behaviour in the civil society sector, as presented in Figure 2. The evidence used for the development of these two frameworks was based upon direct relationships between the correlates and organizational citizenship behaviour that has been found in past research.

Model 1 positions the correlates as either proximal correlates, which are the correlates that seem likely to have the strongest links to organizational citizenship behaviour, or more distal job attitudes. Job attitudes can be thought of as an employee's evaluations of their job that that express their feelings about, beliefs towards, and attachment to their job (Judge & Kammeyer-Mueller, 2012). Model 1 further refines the correlates by grouping the job attitudes as either positive (the top left box in Model 1) or negative (the bottom left box in Model 1).

Model 2 (Figure 2) presents an alternative framework to be considered by the researcher. Model 2 does not distinguish between the correlate type or include any form of differentiation between job attitudes and correlates. Model 2 is a more parsimonious model comprised of the correlates and their direct links to organizational citizenship behaviour.

Figure 2

Two Empirical Frameworks of Correlates to Organizational Citizenship Behaviour to be Tested in the Civil Society Sector. Model 1 Distinguishes Between Job Attitudes and Proximal Correlates to Organizational Citizenship Behaviour. Model 2 is the More Parsimonious Alternative Model.



Note. The type of organizational citizenship behaviour to be included in these models depends on the outcome of the test of the competing organizational citizenship behaviour models presented in Figure 1.

Research Question 2: What structural model will provide the best model fit for the correlates to organizational citizenship behaviour?

1.2.1 Proximal Correlates to Organizational Citizenship Behaviour

Burnout. The first proximal correlate to be included in the model in Figure 2 is burnout. An employee experiencing work-related burnout will be feeling high levels of fatigue (exhaustion), an indifferent attitude at work (cynicism), and perceptions of reduced competence and accomplishment at work (professional efficacy; Maslach & Jackson, 1981; Maslach & Leiter, 2017). An employee who is exhausted, cynical, and feels that they are not competent will be unable to help other people, such as the clients of their employing civil society organizations or colleagues working within the same civil society organization. The likelihood of experiencing burnout at work is greater for individuals working in roles that require the intensive care of others (Lopes Cardozo et al., 2012; Maslach, Schaufeli, & Leiter, 2001). The work of civil society organizations can revolve around providing intensive care for at-risk populations, where employees focus on helping some of the most vulnerable members of society (Golle, 2007; Ladd & Bortolotti, 2020). Therefore, burnout is theoretically of direct relevance to the civil society sector, and to organizational citizenship behaviour in the sector.

The researcher searched the literature using the key words “organizational citizenship behaviour”, “burnout”, “civil society organization(s)”, “non-governmental organization(s)”, and “non-profit organization(s)”, and related abbreviations. The databases used in this search were the Massey University Discover search engine (provided by EBSCO) and Google Scholar, but the researcher was unable to find any relevant research. Due to the lack of relevant research in the civil society sector, research into organizations with a similar focus on achieving social good should be used to guide the current research project. Social

good is defined as promoting the wellbeing of human's on a large scale, across individuals, communities, and society (Mor Barak, 2020). Social good is relevant to organizational citizenship behaviour in civil society because people working in the civil society sector are trying to help their organizations achieve social good. By going above and beyond at work, employees of civil society organizations will hopefully help civil society organizations deliver social goods. Using research from organizations with a similar focus to civil society organizations allows for more specificity when developing the theoretical framework to be tested. The relationship between burnout and organizational citizenship behaviour may be totally different in for-profit organizations due to their focus on maximising profit rather than helping vulnerable people.

One such study was performed by Eldor (2018), which surveyed *N* = 166 employees of an Israeli social security organization. The organization's focus was to provide support to Israeli citizens in specific situations such as temporary unemployment, maternity leave, and temporary job disability. This focus on providing help to individuals in times of need has parallels to what civil society organizations are trying to achieve, namely social good through improving the quality of life of disadvantaged peoples (Desai, 2014).

Eldor (2018) investigated the link between burnout and organizational citizenship behaviour, defining burnout according to Maslach and Jackson's (1981) conceptualization (introduced above) based on feelings of exhaustion, cynicism, and reduced professional efficacy. In Eldor's (2018) study organizational citizenship behaviour was classed discretionary behaviours that are not formally recognised by a reward system and promote the efficacy of the organization, captured by one latent factor (K. Lee & Allen, 2002). Eldor (2018) found a small negative correlation between burnout and organizational citizenship

behaviour. Thus, the current thesis will explore whether we can replicate this tentative relationship between burnout and organizational citizenship behaviour.

Research Question 3: What is the relationship between burnout and organizational citizenship behaviour?

Engagement. Burnout and engagement are contrasting concepts (Maslach & Leiter, 2017). Engagement is when an employee feels high levels of energy (vigour), strong levels of involvement with (dedication), and a state of concentration and happy devotion (absorption) towards their work (Schaufeli, Bakker, & Salanova, 2006). Engagement and burnout are ipso facto inversely related, which is encapsulated in Model 1 (Figure 1) by the double headed curved arrow. Therefore, engagement is located opposite burnout in Figure 2.

Supporting the idea that engagement and burnout are ipso factor inversely related is a study conducted in the Australian civil society sector by von Hippel, Brener, Rose, and von Hippel (2019). von Hippel et al. (2019) viewed engagement as feelings that employees had about their work revolving around devotion, enthusiasm, and vigour. Burnout was defined as feelings of physical and psychological exhaustion stemming from working with clients (von Hippel et al., 2019). von Hippel et al.'s (2019) sample was comprised of *N* = 334 employees from three Australian civil society organizations that specialized in community mental health. Using correlations, von Hippel et al. (2019) found evidence of a significant negative relationship between burnout and engagement. von Hippel et al. (2019) explained that when mental health providers working in these three civil society organizations believed their clients were not improving, they experienced increased work-related burnout levels. As the mental health professionals work-related burnout levels increased, their

engagement with their work would in turn decrease. Therefore, the concept of an ipso facto inverse relationship between burnout and engagement, as depicted in Figure 2, is justifiable for inclusion in this thesis' model.

Whilst there is research in the private sector on the link between engagement and organizational citizenship behaviour, as presented in Figure 2, there is a limited research in the civil society sector. Aboramadan and Dahleez (2020) investigated the relationship between work engagement and organizational citizenship behaviour in the Italian civil society sector. Aboramadan and Dahleez's (2020) sample was comprised of *N* = 400 employees from Italian civil society organizations that focused on providing care for elderly and disabled people, social development, education, and immigration. Aboramadan and Dahleez (2020) defined engagement as three related dimensions (vigour, dedication, and absorption). Whilst organizational citizenship behaviour was defined as voluntary, extra-role behaviours performed by employees that go beyond their formal role expectations (Aboramadan & Dahleez, 2020; Organ, 1997).

Structural equation modelling found that there was a strong positive direct relationship from workplace engagement to organizational citizenship behaviour (Aboramadan & Dahleez, 2020). Aboramadan and Dahleez (2020) explained that when employees of civil society organizations feel engaged with their work, they will subsequently perform organizational citizenship behaviour. This positive direct relationship implies that happy and engaged workers may go out of their way to help their colleagues when working in the civil society sector. By helping their colleagues, people working in the civil society sector will in turn help their organization achieve positive social change. Therefore,

engagement is of critical importance to organizational citizenship behaviour in the civil society sector, and this relationship will be tested in the current thesis.

Research Question 4: What is the relationship between engagement and organizational citizenship behaviour?

1.2.2 Job Attitudes Linking to Organizational Citizenship Behaviour

In Figure 2, Model 1 differentiates between positive and negative job attitudes (as discussed earlier in this review of the literature), whereas Model 2 does not. The same correlates are presented in both Model 1 and Model 2 (Figure 2). But the critical difference between the models is the role of engagement and burnout. The sections below will outline the researcher's justifications for including the correlates (apart from the already discussed burnout and engagement) presented Models 1 and 2.

1.2.3 Negative Job Attitudes' Linkages to Organizational Citizenship Behaviour

Time Demands. The first variable on the left-hand side of Figure 2 is time demands, which are the perceived work - time pressures experienced by an employee during their time at work (Moen, Kelly, & Lam, 2013). Time demands are relevant to civil society organizations due to the ever increasing need for services delivered by civil society organizations, such as food for families in need (Auckland City Mission, 2020). This increased pressure to provide more help, to an increasing number of people, will create more time demands on the staff of civil society organizations (ComVoices, 2019).

People working in the civil society sector are operating under ever increasing time demands (ComVoices, 2020). To meet these increasing demands people working in the civil

society sector will have to focus on tasks essential to their work and reduce any discretionary behaviours. However, the researcher was not able to find any research into the link between time demands and organizational citizenship behaviour in the civil society sector.[1]

To provide guidance for the current thesis and the models in Figure 2, the researcher has turned to a study conducted in the private sector. Khan, Khan, and Khan (2017) examined the relationship between time demands and organizational citizenship behaviour. Khan et al. (2017) surveyed *N* = 300 employees working in white-collar roles in the Pakistani private and public sectors (including telecommunication, manufacturing, and banking organizations). Khan et al. (2017) defined time demands as employees' reporting that they did not have enough time to perform their work-related tasks or having to work at a faster speed than necessary (Baer & Oldham, 2006). Organizational citizenship behaviour was theoretically defined according to L. J. Williams and Anderson's (1991) dual dimensions of individual and organizational focused citizenship behaviours. Khan et al. (2017) performed regression analysis and found that time demands had a significant negative relationship with organizational citizenship behaviour measured as one combined latent factor. Khan et al. (2017) argued that as pressure to improve performance in the workplace increased stress levels amongst employees, the performance of organizational citizenship behaviour suffered. Therefore, current thesis will seek to see if the negative influence of time demands

[1] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar. The key words searched for were "organizational citizenship behaviour", "time demands", "perceived time demands", "time pressure", "non-governmental organization(s)", "non-profit organization(s)", "civil society organization(s)", and related abbreviations.

on organizational citizenship behaviour can be replicated in the civil society sector in New Zealand.

Job Security. In Figure 2, job security is the second negative job attitude leading to organizational citizenship behaviour through burnout. Job security is defined as a psychological state in which employees vary in their expectations of future job continuity within an organization (Pearce, 1998). The view an employee holds about the security of their continued employment could impact on their willingness to perform work-related behaviours that go above and beyond what they are expected to do to (i.e., perform organizational citizenship behaviour). Employment is not secure in the civil society sector (Pimthong, 2016) and there is an acknowledged risk of financial instability (McMullen & Schellenberg, 2003). The lack of secure employment and risks of financial instability may result in employee's in the civil society sector experiencing low job security, or rather, job insecurity. Therefore, an increased understanding of the role job security has in the performance of organizational citizenship behaviour may be helpful to the civil society sector.

The researcher was unable to find a study in the civil society sector that tested the relationship between job security and organizational citizenship behaviour.[2] The researcher turned to research conducted in another client focused industry; the aviation sector. Both civil society organizations and airlines are concerned with the provision of services to clients. The services provided by civil society organizations focus on helping people in need,

[2] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar. The key words searched for were "organizational citizenship behaviour", "job security", "employment stability", "job stability", "non-governmental organization(s)", "non-profit organization(s)", "civil society organization(s)", and related abbreviations.

whereas airlines' services are focused on providing transportation options. However, airlines can also provide help to people in need by transporting supplies or people in times of crisis. There is also a risk of financial instability in the aviation industry through increasing use of atypical employment relationships, such as fixed-term, self-employment, and zero-hour contracts (Bönnemann, 2019). The lack of research into job security and organizational citizenship behaviour, combined with the parallels between the civil society sector and airline companies, allows research from the aviation industry to be used to guide the current thesis.

In a study investigating the impact of job security on organizational citizenship behaviour at a Chinese airline, Lu, Liu, Liu, and Qin (2021) defined job security as the view that an employee held about the continuity of their future employment. Organizational citizenship behaviour was discussed with reference to extra-role behaviours that transcend job expectations (Organ, 1997). Lu et al.'s (2021) sample was comprised of $N = 211$ employees employed at a Chinese state-owned airline. Lu et al. (2021) used structural equation modelling to find that job security had a significant positive relationship with organizational citizenship behaviour. Lu et al. (2021) explained that as an employee's employment became less stable or more insecure, the amount of organizational citizenship behaviour that they performed decreased. The decrease in organizational citizenship behaviour due to decreased job security found by Lu et al. (2021) supports the position of job security as a negative job attitude in Figure 2. Thus, the current thesis will ask whether job security links to organizational citizenship behaviour in the civil society sector in New Zealand.

Inclusive Climate. The final negative job attitude in Figure 2 is inclusive climate (Nishii, 2013). An inclusive climate would normally be viewed as a positive, however if an employee feels that their organizations climate is not inclusive, inclusive climate then becomes a negative (i.e., lacking an inclusive climate). For an organization to have an inclusive climate, all employees need to feel like they are treated as insiders and have a sense of belonging to the organization. Whilst at the same time employees also need to be able to sustain and express their unique identities (Ashikali, Groeneveld, & Kuipers, 2020). For these two parts of an inclusive workplace climate to occur, the differences amongst employees need to be valued by the organization, and each employee needs to feel encouraged to be their authentic self, rather than adhering to the dominant norms within the organization (Nishii, 2013; Nishii & Rich, 2014).

Anecdotally, working in civil society organizations can be a competitive environment, where colleagues are competing with each other for resources to support their respective projects. The need for the support provided by civil society organizations is ever increasing (Auckland City Mission, 2020), whilst at the same time financial challenges facing civil society organizations are increasing (Fisher & Ward, 2020). This increased demand, and decreasing resources, may lead to a workplace environment that is the opposite of inclusive. As far as the researcher is aware, inclusive climate has not been investigated in the civil society sector[3]. But due to the competitive nature of the workplace environment, combined with a strong focus on service delivery and organizational survival, it is possible that an

[3] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar. The key words searched for were "organizational citizenship behaviour", "inclusive climate", "non-governmental organizations(s)", non-profit organizations(s)", "civil society organizations", and related abbreviations.

inclusive climate is lacking in the civil society sector. An inclusive climate is likely to be more of a nice to have, rather than a must have, for civil society organizations. Therefore, the potential lack of an inclusive climate in the civil society sector supports the inclusion of inclusive climate as a negative job attitude in Model 1 Figure 2.

Testing the relationship between inclusive climate and organizational citizenship behaviour, Panicker, Agrawal, and Khandelwal (2018) surveyed *N* = 492 academics from a higher education institution in Northern India. Panicker et al.'s (2018) study is relevant to the civil society sector because both the higher education sector and the civil society sector help individuals to learn and upskill, as well as both having strong expectations around performing extra-role behaviours. Panicker et al. (2018) defined inclusive climate as an organizational climate that embraces the unique qualities of all employees through developing a feeling of inclusiveness (Mor-Barak & Cherin, 1998). Panicker et al.'s (2018) definition of organizational citizenship behaviour follows the distinction made by L. J. Williams and Anderson (1991) between individual/organizational focused organizational citizenship behaviours (OBCI/OCBO). However, when measuring and testing organizational citizenship behaviour Panicker et al. (2018) refer to a one latent factor model of organizational citizenship behaviour. Using regression analysis, Panicker et al. (2018) found that feelings of an inclusive climate at work led to increased performance of organizational citizenship behaviour. Thus, the results of Panicker et al.'s (2018) study support the position of inclusive climate in Figure 2 as a job attitude.

However, although there are similar expectations around extra-role behaviours in the education and civil society sectors, there may still be differences between these sectors. The potential differences between these sectors mean that there is still a question

surrounding the link between inclusive climate and organizational citizenship behaviour in the civil society sector. The question of the role inclusive climate has to play with regards to organizational citizenship behaviour will be investigated in the current thesis.

Research Question 5: What are the relationships between the negative job attitudes and organizational citizenship behaviour?

1.2.4 Positive Job Attitudes' Linkages to Organizational Citizenship Behaviour

Organizational Commitment. In their classic theoretical definition, Meyer and Allen (1991) defined organizational commitment as having three psychological states: affective, continuance, and normative commitment. According to Meyer and Allen (1991) employees continue their employment with their organization because they want to (affective commitment), they need to (continuance commitment), or they feel they ought to (normative commitment). These three facets have been heavily researched, and verified, across the literature (W. Kim et al., 2017; Maydiantoro et al., 2021), which in turn has focused on for-profit organizations in the private sector (Presbitero, Newman, Le, Jiang, & Zheng, 2019).

One exception was conducted by Pimthong (2016) in the civil society sector. This study examined the relationship between Meyer and Allen's (1991) organizational commitment and organizational citizenship behaviour, defined according to Organ's (1988) one-factor/five sub-facets conceptualization. Surveying *N* = 640 employees of civil society organizations in South East Asia (Thailand, Myanmar, Laos, and Cambodia), Pimthong (2016) performed structural equation modelling and found the three factor model of organizational commitment had a positive relationship with the one-factor/five sub-facet model of

organizational citizenship behaviour. Thus, inclusion of organizational commitment as a positive job attitude in the current thesis is apt.

Servant Leadership. A second positive job attitude in Figure 2 is servant leadership. Greenleaf (1977) first developed the concept of servant leadership, arguing that to be a servant leader, a leader must first start by making the conscious choice to serve others, followed by a decision to want to lead. Servant leaders are more likely to have a desire to serve and a willingness to sacrifice self-interest for the benefit of others (Barbuto Jr & Wheeler, 2006). Servant leadership research has focused on the private, for-profit, sector, where it has been found to influence employees to serve their organization, and the people around them, by performing positive helping behaviours such as organizational citizenship behaviour (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019)

Servant leadership is relevant to organizational citizenship behaviour in civil society organizations. One of the aims of a servant leader is to create a desire in their followers to serve others (Greenleaf, 1977) and serving others is one of the underlying goals of any civil society organization (Ladd & Bortolotti, 2020). This commonality in goals between servant leadership and civil society organizations potentially provides a link between servant leadership and organizational citizenship behaviour, which this thesis will explore further.

The researcher was unable to find a study investigating the relationship between servant leadership and organizational citizenship behaviour in the civil society sector.[4] However, the researcher found a relevant study investigating the link between servant

[4] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar. The key words searched for were "organizational citizenship behaviour", "servant leadership", "non-governmental organization(s)", "non-profit organization(s)", "civil society organization(s)", and related abbreviations.

leadership and organizational citizenship behaviour in Indonesian women's cooperatives. In Indonesia, women's cooperatives serve as vehicles to meet members' social needs and improve the welfare of members, and the wider community, through the empowerment of women (Mujanah, Brahmasari, & Brahma Ratih, 2019). The positive goals of women's cooperatives are very similar to the aims of civil society organizations, which revolve around achieving social good (Bail, 2012). Thus, research into servant leadership and how it influences the performance of organizational citizenship behaviour in Indonesian women's cooperatives can be used to guide the current thesis's model development (Figure 2).

Investigating the relationship between servant leadership and organizational citizenship behaviour, Harwiki (2016) surveyed $N = 40$ employees of Indonesian women's cooperatives. Harwiki's (2016) definition of servant leadership was based on Greenleaf's (1977) conceptualization, and Harwiki's (2016) study used Organ's five sub-factors /one latent factor model of organizational citizenship behaviour (i.e., Model A in Figure 1). Harwiki (2016) used partial least squares regression to find that servant leadership had a significant positive impact on organizational citizenship behaviour performed by the cooperative's employees. Harwiki's (2016) study implies that a leader who desires to serve others, and is focused on helping others meet their most important needs, is more likely to influence their employees to perform organizational citizenship behaviour. Thus, Harwiki's (2016) results support the position of servant leadership as a positive job attitude in New Zealand's civil society sector, as seen in Figure 2.

Compensation Satisfaction. The third positive job attitude included in Figure 2 is compensation satisfaction, which is defined as the amount of positive and/or negative feelings that employees have towards their compensation (Miceli & Lane, 1991).

Compensation satisfaction quantifies the difference in the pay that an employee receives and the amount that the employee feels that they should receive (Lawler, 1971). Stereotypically perhaps, people who work in civil society organizations may not place salary high on their list of priorities. But people still need to live, and may also expect their civil society employer to walk the talk on supporting others, including their own workers (McMullen & Schellenberg, 2003). The salaries for employees of civil society organizations do tend to be lower than those of private organizations (Phillips, 2020), with almost unceasing work hours (Navajas-Romero, Caridad y López del Río, & Ceular-Villamandos, 2020), and most importantly, there is no guaranteed employment stability (Pimthong, 2016). The satisfaction that someone working in the civil society sector feels towards their compensation is relevant to organizational citizenship behaviour because for people to go above and beyond at work, first they need to feel secure in their employment so that they feel like they are able to meet their basic living needs. By meeting these needs, employees in the civil society sector will then be able to focus their attention on discretionary, helping behaviours such as organizational citizenship behaviour.

The researcher was unable to find a study in the civil society literature testing the relationship between compensation satisfaction and organizational citizenship behaviour.[5] So the researcher turned to research into the relationship between compensation satisfaction and organizational citizenship behaviour in contingent workers. Contingent workers are individuals do not have implicit, or explicit, contracts for ongoing employment,

[5] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar and the key words “organizational citizenship behaviour”, “compensation satisfaction”, “pay satisfaction”, “salary satisfaction”, “remuneration satisfaction”, “non-governmental organization(s)”, “non-profit organization”, “civil society organization(s)”, and related abbreviations.

and have no long term employment expectations (David, 2005). Contingent workers can work across a wide variety of roles such as nurses and healthcare assistants through to computer scientists. The lack of secure long-term employment opportunities for contingent workers has similarities with the civil society sector's absence of employment stability (Pimthong, 2016). Given the similarities in employment relationships between contingent workers and employees in the civil society sector, research into the compensation satisfaction of contingent workers can be used to suggest potential relationships to explore in the current thesis's model development.

In a study examining the relationship between compensation satisfaction and organizational citizenship behaviour in contingent workers, Johnson and Lake (2019) defined compensation satisfaction as an employee's satisfaction with their pay level. Organizational citizenship behaviour was viewed as a two-factor construct differentiating between individual and organizational focused citizenship behaviours as recommended by L. J. Williams and Anderson (1991). Johnson and Lake (2019) surveyed N = 117 contingent workers in the business, arts, education, and client services sectors, potentially from the United States of America but the country location was not explicitly stated. Using hierarchal multiple regression, Johnson and Lake (2019) found that compensation satisfaction had a positive relationship with organizational citizenship behaviour - organizational (OCBO), but no relationship with organizational citizenship behaviour - individual (OCBI). Thus, there is ambiguity about the link between compensation satisfaction and organizational citizenship behaviour. This thesis will attempt to explore if the picture is any clearer in New Zealand's civil society sector.

Citizenship Motivation. The final positive job attitude in Figure 2 is citizenship motivation. Rioux and Penner (2001) have provided a clear framework for understanding employees' motivations for performing organizational citizenship behaviour. Citizenship motivation can be broken down into three forms: a desire to help others (prosocial value); a concern for the performance and reputation of the organization (organizational concern); and a desire to avoid making a bad impression and to be rewarded (impression management; Rioux & Penner, 2001). The components of citizenship motivation are all inherently positive in focus, which is why citizenship motivation is included as a positive job attitude in Figure 2.

The importance of citizenship motivation to organizational citizenship behaviour in the civil society sector stems from the unique operating environment present in the civil society sector. Employees may have a heightened sense of value in their own job and in their employing organization (Hoffmann, 2006; McDermott, Heffernan, & Beynon, 2013). If an employee has a firm belief in what their civil society organization is trying to achieve (i.e., social good), it is likely they will have a strong desire to help other people, and a concern for their organization's reputation and performance. Therefore, the concept of citizenship motivation is both relevant and important to the civil society sector, and needs to be investigated in the current thesis.

As far as the researcher is aware, the construct of citizenship motivation has not been investigated in the civil society sector.[6] Citizenship motivation is an developing area of

[6] The researcher searched the literature using the Massey University Discover search engine (provided by EBSCO) and Google Scholar. The key words searched were "organizational citizenship behaviour", "citizenship motivation", "non-governmental organization(s)", "non-profit organization(s)", "civil society organization(s)", and related abbreviations.

research in the wider literature also. A rare study investigating the relationship between citizenship motivation and organizational citizenship behaviour was performed by Bourdage, Lee, Lee, and Shin (2012) in two Korean organizations, however no details about these organizations were provided. Bourdage et al. (2012) did note that their participants had an average tenure of just under two years. This short average tenure suggests that the organizations were either relatively young, or their employees were more transient in nature. A more transient workforce is similar to the workforce found in the civil society sector, where employees are often employed on short-term contracts (Pimthong, 2016), and organizations can have issues retaining staff (Sanders, O'Brien, Tennant, Sokolowski, & Salamon, 2008).

To test the relationship between citizenship motivation and organizational citizenship behaviour, Bourdage et al. (2012) surveyed *N* = 262 employees from two Korean organizations (with an average tenure of just under two years). Bourdage et al. (2012) defined citizenship motivation according to Rioux and Penner's (2001) three factor framework: a desire to help others, concern for the performance and reputation of the organization, and a desire to avoid making a bad impression and to be rewarded. Organizational citizenship behaviour was operationally defined following L. J. Williams and Anderson's (1991) two factor conceptualization (OCBI and OCBO). Bourdage et al. (2012) used structural equation modelling and found that impression management and organizational concern related motivations had a positive impact on the performance of both organizational citizenship behaviour factors. However, a desire to help others did not seem to influence the performance of organizational citizenship behaviour (Bourdage et al., 2012). The findings of Bourdage et al.'s (2012) study support the inclusion of citizenship

motivation as an correlate to organizational citizenship behaviour in New Zealand's civil society sector.

Research Question 6: What are the relationships between the positive job attitudes and organizational citizenship behaviour?

1.2.5 The Relationships Between the Identified Job Attitudes

There is a link presented in Model 1 (Figure 2) between the positive and negative job attitudes that have been identified by the researcher as being relevant to organizational citizenship behaviour in the civil society sector. The curved arrow in Model 1 (Figure 2) represents correlations between the identified job attitudes. In New Zealand's civil society sector, the identified job attitudes will not be occurring in isolation of each other. As such, it is possible that each job attitude will have some form of relationship with the other job attitudes.

These relationships between the job attitudes are supported by Hobfoll's (1989) conservation of resources theory. According to Hobfoll's (1989, 1998, 2001) conservation of resources theory, in New Zealand's civil society sector, the positive job attitudes may have relationships with the negative job attitudes, as presented in Model 1 (Figure 2). Hobfoll's (1989, 1998, 2001) theory implies that in the civil society sector the relationships between the identified job attitudes will be influenced by employees trying to protect the positive attitudes from the influence of the negative attitudes. The current thesis is the first attempt at assessing all of the identified job attitudes in the same study. Therefore, the current thesis will examine the relationships between the job attitudes to see if Hobfoll's (1989) conservation of resources theory holds in New Zealand's civil society sector.

Research Question 7: What are the relationships between the seven job attitudes as identified in the review of the literature?

2 An Overview of the Intended Analytical Approach

The analytical approach taken focuses on addressing on the three objectives of the current thesis, and the corresponding research questions. To do this, two studies were performed. Study One firstly explores this thesis explores the structural dimensionality of organizational citizenship behaviour through the lens of civil society organizations. Secondly, Study One investigates and refines the correlates to organizational citizenship behaviour, given the results of the first objective, in New Zealand's civil society sector. Finally, Study Two links the findings of the second objective back to the wider for-profit sector, through a meta-analytic refinement of the correlates to organizational citizenship behaviour.

2.1 Study One

Before addressing the three objectives of this thesis, descriptive statistics for all included measures of the variables of interest in Study One were calculated. Following this, correlation coefficients were calculated to examine the linear relationships between all of this study's variables (J. Cohen, Cohen, West, & Aiken, 2002).

To address the first objective of this thesis, two steps were taken in Study One. The first step was to check if there were any issues with a nested structure in the organizational citizenship behaviour data. To assess any potential nesting or grouping in the organizational citizenship behaviour data, the non-independence (Florin, Giamartino, Kenny, &

Wandersman, 1990; Kenny, Mannetti, Pierro, Livi, & Kashy, 2002), and within group agreement (James, Demaree, & Wolf, 1984) of the data was evaluated.

The second step in Study One to address the first objective of this thesis was to test the two competing measurement models of organizational citizenship behaviour that the current thesis focused on (Model A: organizational citizenship behaviour [OCB], and Model B: organizational citizenship behaviour - individual [OCBI] and organizational citizenship behaviour - organizational [OCBO]). Byrne (2016), Kline (2011), and Mueller and Hancock (2008) recommend that for best practise model testing, in areas of theoretical ambiguity, researchers should test theoretically plausible competing models. Testing competing models allows researchers to avoid confirmation bias, and displays a more complete picture of the current thinking in the field of research. To test the competing models, this analysis was conducted using the first stage of Anderson and Gerbing's (1988) two-step approach to structural equation modelling: confirmatory factor analysis.

To achieve the second objective of this thesis, Study One tested Models 1 and 2 (Figure 2) using Anderson and Gerbing's (1988) two-step approach to structural equation modelling. The two-step approach to structural equation modelling was used to evaluate the measurement models for the variables of interest and the structural model depicting the hypothesized relationships between the latent variables included in this thesis' two theoretically derived models.

2.2 Study Two

The final objective of the current thesis was addressed in Study two by using one stage meta-analytic structural equation modelling (OSMASEM; M. W. L. Cheung, 2021; Jak & Cheung, 2020; Jak, Li, Kolbe, & Cheung, 2020). This allowed for a meta-analytically derived simplified version of the theoretical model to be tested using data drawn from the wider organizational literature. The simplification stemmed from combining the positive job attitudes into one variable, and combining the negative job attitudes into another single variable, for the purposes of the meta-analysis. This meta-analytic analysis will provide a comparative benchmark for the results that arise from addressing the second objective of this thesis.

2.3 Synthesis of Study One and Two

The results of the one stage meta-analytic structural equation modelling approach (OSMASEM) from Study Two were then compared against the results of the two-step structural equation modelling from Study One. This comparison was used to assess if there were any similarities or differences between the civil society sector and the wider organizational literature.

Research Question 8: How do the results of this thesis' examination of the correlates to organizational citizenship behaviour in the civil society sector compare to the results of the meta-analytic structural equation modelling of the correlates to organizational citizenship behaviour in the wider for-profit sector?

3 Study One Methodology

3.1 Participants

This study's sample was comprised of 442 individuals who were in paid employment of civil society organizations (either part or full-time). There were 95 males, 344 females, 2 people who responded as "other", and one who did not provide a response. The mean age was 44.61 years (*SD* = 12.79), the mean organizational tenure was 5.45 years (*SD* = 5.94), and the mean sector tenure was 9.86 years (*SD* = 8.73).

The 442 participants came from 217 unique organizations. Table 1 highlights the number of participants recruited from each unique organization. The number of participants per organization ranged from 148 organizations that each provided one participant, through to one organization providing 44 participants. The mean number of participants per organization as 2.03 (*SD* = 3.53).

The specific organizations that participants were recruited from is not able to be reported due to the researcher agreeing to keep participants and organizations anonymous.

Table 1

The Number of Participants that were Recruited Per Organization for this Thesis' Sample.

	Number of Organizations	Number of Participants Per Organization
	148	1
	33	2
	15	3
	5	4
	6	5
	2	6
	2	7
	1	10
	2	11
	1	12
	1	19
	1	44
Total	217	442

3.2 Procedures

Three techniques were used to identify suitable organizations to take part in this study; 1) through reviewing the Charities Register (which can be accessed here: https://register.charities.govt.nz/CharitiesRegister/Search), administered by Charities Services, Ngā Rātonga Kaupapa Atawhai, which is part of the Department of Internal Affairs, Te Tari Taiwhenua, 2) through word of mouth when the researcher was discussing the research project with interested parties, 3) searching for relevant civil society organizations using Google. After identifying potential civil society organizations, the researcher approached applicable organizations to have a meeting with the relevant staff member(s) about collaborating with the researcher to conduct this research.

Organizations were asked for approval to distribute this study's recruitment material to their staff email lists (or other staff communication methods such as internal websites),

asking for potential participants to follow the research project's link to its online information and questionnaire, and/or to contact the researcher by phone or email. All potential participants had the opportunity to review the study's advertisement, information sheet and consent information.

The target population for this study was recruited from employees of civil society organizations e.g. Amnesty International. All participants were in paid employment of civil society organizations (either part or fulltime) and were over 18 years of age to remove potential issues with this study's Massey University Human Ethic Committee: Northern ethics application conditions.

Information about the study and a link to this study's online questionnaire were presented in the study's participant recruitment email. Before the questionnaire started there was an online copy of the information sheet and an implied consent statement for potential participants to read. After reading the information in the information sheet and implied consent statement, participants were able to complete the research projects questionnaire. The questionnaire is divided into sections corresponding to each construct that is being measured. After each construct's questionnaire was completed, the participant was directed to the next questionnaire. Upon completion of the questionnaire, participants were presented with a brief thank you message. Included in this message was a statement asking the participant to follow a link to a stand-alone contact details survey that asked the participants for their email address to debrief purposes. The contact details were stored separately from the participants' responses to the main survey, keeping the responses to the main survey completely anonymous. Appendices A and B present the information sheet,

consent statement, demographic questions, thank you statement, and the contact detail collection form.

Upon completion of the participants' involvement in the study they were sent a debrief email thanking them for taking part. All participants were sent a summary of the results of the study, and if requested the participants were sent a full copy of the results. All participants who provided their email address were entered into a random prize draw to win an Apple Watch.

Any organization that provided access to their employees for this research project were provided with a summary of the results and a white paper on organizational citizenship behaviours in a civil society organizational setting. The organizations are able to use the knowledge generated by this research to help their organizations and employees. No individual data was released back to the civil society organizations. All information (such as a summary of results) that organizations received was anonymous, without any potential identifiers.

The questionnaire was delivered and managed using the Qualtrics Online Survey Software package, using an existing Massey University School of Psychology Qualtrics licence.

3.3 Ethics

An ethical analysis of this research project with reference to the Code of Ethical Conduct for Research, Teaching and Evaluations Involving Human Participants was conducted as part of the study's Massey University Human Ethic Committee: Northern

ethics application (Massey University Human Ethics Committee, 2015). A cultural consultation between the researcher and an academic in the School of Psychology, Massey University (the co-chair of the Massey University School of Psychology's Bi-Cultural Committee and a member of the Maori Advisory Group, who has iwi affiliations to Te Ātihaunui-a-Pāpārangi, Ngāpuhi and Tūwharetoa), occurred to discuss how to ensure the Treaty of Waitangi 1840 would be respected, how Maori participants would be managed, and how to resolve any potential risk factors.

The Massey University Human Ethics Committee: Northern was approached for ethical approval and the project was approved in 2018 (application number NOR 18/38).

3.4 Measures

3.4.1 Organizational Citizenship Behaviour

Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Organizational Citizenship Behaviour Scale was used to assess the organizational citizenship behaviour of the participants taking part in this study (MacKenzie et al., 1991; Podsakoff & Mackenzie, 1994; Podsakoff et al., 1990). The 24 items used in the scale measure the five dimensions of organizational citizenship behaviour as outlined by Organ (1988): Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship. Responses will be provided across a 7-point Likert scale, with the anchors of "1 = Strongly Disagree" and "7 = Strongly Agree".

Previous research using the Organizational Citizenship Behaviour Scale has found acceptable levels of validity and reliability (MacKenzie et al., 1991; Podsakoff & Mackenzie, 1994; Podsakoff et al., 1990). Podsakoff et al. (1990) reported Cronbach's Alpha values for

the subscales of α = .83 (Altruism), α = .80 (courtesy), α = .84 (Conscientiousness), α = .84 (Civic Virtue), and α = .72 (Sportsmanship).

Podsakoff et al. (1990) found significant factor loadings for all of the items used to assess the five organizational citizenship behaviour factors, with loadings ranging from 0.76 to 1.64. Podsakoff et al. (1990) also reported a TLI value of .94 and a chi-square result of $X^2(235) = 790.88$, $p < .001$. An example item used in this questionnaire is "Obey company rules and regulations even when no one is watching". See Appendix C for the complete questionnaire.

3.4.2 Organizational Citizenship Behaviour – Individual and Organizational

Based on the meta-analysis performed by Hoffman et al. (2007), Organizational Citizenship Behaviour – Individual (OCBI) and Organizational Citizenship Behaviour – Organizational (OCBO) will be assessed by the five subscales of Organ's (1988) organizational citizenship behaviour model (Altruism, Courtesy, Civic Virtue, Conscientiousness, And Sportsmanship). Using Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Organizational Citizenship Behaviour Scale (the same scale as used for Organizational Citizenship Behaviour) Organizational Citizenship Behaviour – Individual will be measured by the Altruism, and Courtesy subscales, and Organizational Citizenship Behaviour – Organizational will be assessed by the Sportsmanship, Contentiousness, and Civic Virtue subscales (Gilbert, Laschinger, & Leiter, 2010; Hoffman et al., 2007; LePine et al., 2002)

In a study of 889 Canadian healthcare workers, Gilbert et al. (2010) reported a Cronbach's Alpha value for Organizational Citizenship Behaviour – Individual of $\alpha = .81$ and $\alpha = .77$ for Organizational Citizenship Behaviour – Organizational.

3.4.3 Engagement

The Utrecht Work Engagement Scale (UWES-9) is a short questionnaire designed to measure work engagement. Engagement is a positive work related state of fulfilment that is characterized by absorption, dedication and vigour (Schaufeli, Salanova, González-romá, & Bakker, 2002). The UEWS-9 is comprised of nine items that measure three scales 'Vigour', 'Dedication' and 'Absorption'. Responses will be provided across a 7-point scale, anchored by '0 = Never' and '9 = Always'. Appendix D presents the UWES-9 in detail.

Schaufeli et al. (2006) found that the Cronbach's Alpha scores for UWES-9 ranged between .85 to .92 depending upon the country that the sample had been drawn from (Australia, Belgium, Canada, Finland, France, Germany, Netherlands, Norway, South Africa and Spain) which suggests the measure has an acceptable level of internal consistency. The correlations between the sub scales of the UWES-9 and the sub scales in the original 6 item scale ranged from .83 to .90 which suggest that the shorter UWES-9 is an accurate measure of the 'Vigour', 'Dedication' and Absorption' sub scales (Schaufeli et al., 2002).

Balducci, Fraccaroli, and Schaufeli (2010) evaluated the Utrecht Work Engagement Scale (UWES-9) across two settings, the first being 330 Italian white collar employees in non-managerial positions in a public administration agency, and the second being 1118 Dutch white collar employees. Balducci, Fraccaroli, and Schaufeli's (2010) study reported standardized factor loadings ranging between .60 to .81 for the Italian sample and

between .64 to .89 in the Dutch sample. Across both samples, Balducci et al. (2010) presented fit indices of $X^2(54)$ = 331.8, p < .01, CFI = .87, TLI = .95, and RMSEA = .06 for the three factor version of the Utrecht Work Engagement Scale (UWES-9).

3.4.4 Burnout

The Maslach Burnout Inventory General Survey (MBI-GS) [7] is a questionnaire developed to assess burnout in a range of occupations that extend outside of the human services and education sectors (Maslach, Jackson, & Leiter, 1996). Burnout is defined as a crisis in an individual's relationship with their work (Maslach et al., 1996). The MBI-GS is made up of 16 items that measure three subscales: 'Exhaustion', 'Cynicism', and 'Professional Efficacy'. Participant's responses will be on a 7-point scale ranging from 0 to 6.

Example items from the Maslach Burnout Inventory include "I feel burned out from my work' and "I feel tired when I get up in the morning and have to face another day on the job" for the exhaustion subscale. Examples of the cynicism subscale are "I have become less enthusiastic about my work" and "I have become more cynical about whether my work contributes anything". Professional efficacy is measured by items such as "I feel I am making an effective contribution to what this organization does". Cronbach's Alpha values ranging from .84 to .90 for "Exhaustion", .74 to .84 for "Cynicism", and from .70 to .78 for

[7] MBI - General Survey - MBI-GS: Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

"Professional Efficacy" have been found across differing organizations and roles (Leiter & Schaufeli, 1996).[8]

In a study exploring burnout in the Canadian healthcare sector, 3,729 participants completed the Maslach Burnout Inventory General Survey (MBI-GS) across a tertiary care hospital and a psychiatric facility (Leiter & Schaufeli, 1996). In a subsample of 830 participants drawn from the tertiary care hospital, Leiter and Schaufeli (1996) report standardized factor loadings that ranged between .51 to .89 for the 16 items onto their respective subscales. Evidence of adequate fit was provided by the following fit statistics; $X^2(100)$ = 557 (*p* not reported) and GFI = .93.

3.4.5 Time Demands

The Psychological Time Demands Scale is a six item scale developed by Moen et al. (2013), building on the work of Siegrist et al. (2004). Psychological time demands refer to the perceived work time pressures experienced by an employee during their time at work.

Moen et al.'s (2013) study had a sample comprised of 659 employees from the corporate headquarters of a retail firm from the Midwestern United States of America. It was reported that factor analysis found that the items in this questionnaire constituted a single scale, with reliability estimated at .74 (Moen et al., 2013).

[8] The publisher's (Mind Garden) of the Maslach Burnout Inventory General Survey copyright policy allows for up to five sample items to be included in student research (Mind Garden, 2017).

Participants rate each item on a 5-point scale, with the scale anchors being "1 = strongly disagree" to "5 = strongly agree". See Appendix E for the Psychological Time Demands Scale.

3.4.6 Job Security

The Job Security Scale measures perceived job security of employees, using ten items adapted from the work of Oldham, Kulik, Stepina, and Ambrose (1986) by Kraimer, Wayne, Liden, and Sparrowe (2005). Responses to this questionnaire will be provided on a 7-point scale, anchored by "1 = Strongly Disagree" and "7 = Strongly Agree". Question's number 3 and number 10 will be reverse scored. See Appendix F for the Job Security Scale items.

Kraimer et al. (2005) reported a Cronbach's Alpha value for the Job Security Scale of .90. This is similar to the Cronbach's Alpha value stated by Oldham et al. (1986) of $\alpha = .87$. A confirmatory factor anlaysis was performed with Kraimer et al.'s validation sample of 145 employees of a non-unionized manufacturing plant in the southeastern United States. It revealed that a three factor model comprised of the distinct but correlated constructs of job security, threat perceptions, and benefit perceptions fit the data moderately well ($X^2(87) = 222.52$, $p < .01$, CFI = .93, and RMSEA = .10). The standardized factor loadings for the Job Security Scale were all significant ($p < .01$) and ranged between .38 to .84.

3.4.7 Inclusive Climate

To build on the inclusive climate literature the Climate for Inclusion Scale (Shortened) developed by Nishii (2013) was used. It is comprised of 15 items grouped into

three dimensions: Foundation of Equitable Employment Practises, Integration of Differences, and Inclusion in Decision Making.

In the development of the Climate for Inclusion Scale, Nishii (2013) reported high levels of reliability (Foundation of Equitable Employment Practises α = .93, Integration of Differences α =.94, and Inclusion in Decision Making α =.97) in a sample of 1,324 employees of a large United States based biomedical company. When shortening the original questionnaire from 31 items down to 15 items, Nishii (2013) reports that the items used in the shortened version were selected by factor loadings, content, and wording. The coefficient alphas were not noticeably reduced for any of the dimensions, with the overall climate for inclusion scale having a reliability level of α = .93 (Nishii, 2013).

Nishii (2013) reports that the standardized factor loadings for the 15 items were between .69 to .89 from the results of a confirmatory factor analysis. This was supported by excellent model fit, as seen in the following fit indices: $X^2(80)$ = 217.97, p < .01, CFI = .98, and RMSEA = .04. Appendix G has the full questionnaire. Responses to the questionnaire will be provided on a five-point scale with the anchors "1 = Strongly Disagree" and "5 = Strongly Agree".

3.4.8 Organizational Commitment

The organizational commitment measure is based on the work of Allen and Meyer (1990) and Meyer, Allen, and Smith (1993). The questionnaire measured three components of organizational commitment: Affective, Continuance, and Normative Commitment, assessed by 18 items. An example of the items is "I do not feel 'emotionally attached' to this organization" (See Appendix H for further details). Participants responded to statements

using a Likert scale, with the anchors being “1 = Strongly Disagree” to “7 = Strongly Agree”. The Cronbach’s Alpha values for the questionnaire were: Affective Commitment = .86, Continuance Commitment = .82, and Normative Commitment = .73 (Allen & Meyer, 1990).

Meyer et al. (1993) performed a confirmatory factor analysis on data from the organizational commitment scale drawn from a sample of 530 registered nurses from Ontario, Canada. The results of the confirmatory factor analysis showed that the standardized estimates for the 18 items ranged from .41 to .75 ($p < .05$). The reported fit indices were for both occupational and organizational commitment scales developed by Meyer et al. (1993). However, the fit indices improved when the scales subscales were split into their respective factors (rather than combined into three overall commitment factors), with the reported fit indices being; $X^2(579)$ = 1,588.15, $p < .01$, RNI = .97, and PNFI = .88. There is no information on the significance of the chi-squared test, but the fit statistics support the use of the organizational commitment scale. If there were issues with the organizational commitment scales fit, this would have a negative impact on the results presented by Meyer et al. (1993) in their six factor confirmatory factor analysis.

3.4.9 Citizenship Motivation

Rioux and Penner’s (2001) Citizenship Motives Scale was used to assess the participant’s motives for engaging in organizational citizenship behaviours. The scale is comprised of 30 items across three correlated but distinct subscales: Organizational Concern, Prosocial Values, and Impression Management.

Using a 6 point response scale (“1 = not at all important”, “6 = extremely important”) participants were asked to rate how important each of the statements included in the

questionnaire were to their decision to engage in Organziational Citizenship Behaviour. Rioux and Penner (2001) found Cronbach's Alpha values for the subscales of α = .93 (Organizational Concern), α = .88 (Prosocial Values), and α = .89 (Impression Management), in a N = 145 employees of a city governement in Florida. Appendix I has the complete questionnaire.

Rioux and Penner (2001) performed a confirmatory factor analysis on the thirty item citizenship motivation scale using data provided by N = 178 undergraduate students from the United States. The factor estimates for the items of the citizenship motivation scale ranged from .57 to .84. Halbesleben, Bowler, Bolino, and Turnley (2010) reported that the three factor measurement model of the citizenship motives scale had a good fit to the data. Fit indices of: $X^2(35)$ = 66.64, p < .001, CFI = .98, TLI = .99, and RMSEA = .04, were reported in a sample N = 491 employees across a range of industries (financial services, manufacturing, retail, government, healthcare, and telecommunications) by Halbesleben et al. (2010).

3.4.10 Servant Leadership

Barbuto Jr and Wheeler's (2006) 23 item Servant Leadership Questionnaire was used to investigate participant's views of their team leader's leadership style. Servant leadership was examined through five sub-dimensions of leader characteristics; 1) Altruistic (α = 0.82), 2) Emotional Healing (α = 0.91), 3) Wisdom (α = 0.92), 4) Persuasive Mapping (α = 0.87), and 5) Organizational Stewardship (α = 0.89).

In a sample of 80 elected community leaders from the Midwestern United States, Barbuto Jr and Wheeler (2006) used confirmatory factor analysis to assess the factor loading strucutre of the five subscales. The analysis returned fit statistics of, $X^2(220)$ = 1410.69, p

< .001, CFI = .96, TLI = .96, and RMSEA = .01, and provides evidence of the five factor structure of the questionnaire. Mahembe and Engelbrecht (2014) used a sample of *N* = 288 teachers in the Western Cape of South Africa to find standardized factor loadings across the five subscales of the servant leadership questionnaire of between .76 to .91, supported by fit statistics of CFI = .99, TLI = .99, and RMSEA = .06.

An example item is "This person believes that the organization needs to play a moral role in society." Refer Appendix J for the full questionnaire. Participants will respond to the selected items using a Likert scale, with the anchors being "1 = Strongly disagree" to "4 = Strongly Agree".

3.4.11 Compensation Satisfaction

The satisfaction the participants feel towards their compensation was assessed using the 29 item Comprehensive Compensation Satisfaction Questionnaire (M. L. Williams, Brower, Ford, Williams, & Carraher, 2008). The measure breaks compensation satisfaction down into seven dimensions of satisfaction: Pay Level, Pay Structure, Pay Raise, Variable Pay Procedures, Benefit Level, Benefit Determination, and Benefit Administration (Appendix K has the complete questionnaire). All items were responded to on a 5-point Likert scale with the anchors of "1 = Strongly Disagree" and "5 = Strongly Agree".

Using data from a sample of 357 students from four universities across the United States, M. L. Williams et al. (2008) reported Cronbach's Alpha values of α = .95 (Pay Level), α = .85 (Pay Structure), α = .85 (Pay Raise), α = .83 (Variable Pay Procedures), α = .89 (Benefit Level), α = 0.86 (Benefit Determination), and α = .89 (Benefit Administration). M. L. Williams et al. (2008) then conducted a confirmatory factor analysis of the twenty nine

Comprehensive Compensation Satisfaction Questionnaire items. All standardized factor loadings across the five subscales were significant and above .63, supported by fit indices of $X^2(356)$ = 866.78, (no *p* value was reported), CFI = .98, and RMSEA = .06.

3.5 Analyses

3.5.1 Software Used for the Analysis

The data from this study was analysed using IBM SPSS Statistics for Windows, Version 27 (IBM Corp., 2020), using the Massey University site licence, Microsoft Excel (Microsoft Office Professional Plus 2016 version 16.0.4266.1001), Jak et al.'s (2020) webMASEM shiny application, Mplus version 8.3 (L. Muthén & Muthén, 1998-2017), and IBM SPSS AMOS Version 27 (Arbuckle, 2020; IBM Corp., 2020) using the authors personal licences.

3.5.2 Descriptive Statistics

The descriptive statistics were calculated (means, standard deviations, kurtosis and skewness) for the overall and subscale scores of the measures of: organizational citizenship behaviour (OCB), organizational citizenship behaviour – individual (OCBI), organizational citizenship behaviour – organizational (OCBO), engagement, burnout, time demands, job security, inclusive climate, organizational commitment, citizenship motivation, servant leadership, and compensation satisfaction. Internal consistency analyses were conducted on all scales, the Cronbach's alpha value was used to examine reliability on all scales and subscales (Cronbach, 1951). A criterion of .70 was set to assess the reliability of the overall and subscale scores (Nunnally & Bernstein, 1994). This allowed for the identification and

removal of any items that were decreasing the consistency of measurement in any of the scales.

3.5.3 Correlation Analysis

Correlation analysis using the Pearson product-moment correlation coefficient was used to determine the extent of a linear relationship between variables (J. Cohen et al., 2002). Overall and subscale scores were correlated with each other to determine relationships.

3.5.4 Exploring The Structural Dimensionality of Organizational Citizenship Behaviour Through the Lens of Civil Society Organizations.

Assessment of Non-Independence and Within Groups Agreement: ICC and r_{wg}. To address any potential issues with a potential nested structure within the organizational citizenship behaviour data, the nesting or clustering effect was assessed by evaluating the non-independence and within groups agreement.

The intra-class correlation coefficient (ICC) was used to estimate the amount of non-independence in this study's sample (Florin et al., 1990; Kenny et al., 2002). There are two forms of the intra-class correlation coefficient: the ICC (1) which assesses the amount of variation in group members scores that can be credited to group membership, and the ICC (2) which lets the researcher evaluate if the group means are reliably different (Bliese, 2000; Bliese, Maltarich, Hendricks, Hofmann, & Adler, 2019; G. Chen, Mathieu, & Bliese, 2005).

The intraclass correlation coefficient compares the within group and between group variability across the entire sample (Bliese, 2000; Klein & Kozlowski, 2000b; V. E. Lee, 2000;

Raudenbush & Bryk, 2002). To examine the amount of agreement within each group's organizational citizenship behaviour data, a revised version of James, Demaree, and Wolf's (1984) inter-member agreement index (r_{wg}) will be used (Biemann, Cole, & Voelpel, 2012; Klein & Kozlowski, 2000a).

There are four versions of the r_{wg} index that are of relevance for the assessment of the within group agreement for this thesis' group level organizational citizenship behaviour data. The first is r_{WGp}, used to assess the within group agreement for a single subscale, and the second is $r_{WGp(j)}$ which evaluates the within group agreement for a complete scale. The third (r_{wg}) and fourth ($r_{wg(J)}$) provide further insights into the within-groups agreement. The r_{wg} and $r_{wg(J)}$ estimates are used to examine the within group agreement across each of the groups for the subscale and global forms of organizational citizenship behaviour (LeBreton, James, & Lindell, 2005; LeBreton & Senter, 2008).

Using both the intra-class correlation coefficient (ICC) and inter-member agreement index (r_{wg}) allows the differences between each groups organizational citizenship behaviour scores to be assessed, as well as allowing the differences in how much each separate group agrees on their organizational citizenship behaviour ratings. The intra-class correlation coefficients provide insights into whether or not individuals in each group are more or less similar to each other as they are to individuals from other groups. Whereas the inter-member agreement indexes evaluate how strongly members of the same groups agree or disagree on how they have scored organizational citizenship behaviour.

Organizational Citizenship Behaviour Data Group Classifications. The criteria used for placing the organizational citizenship behaviour data into groups was the New Zealand

Standard Classification of Non-Profit Organisations (NZSCNPO) which draws on the International Classification of Non-Profit Organizations (ICNPO), developed by Statistics NZ and the United Nations (Statistics NZ, 2006; United Nations, 2003, 2018). The NZSCNPO and the ICNPO divide the non-profit sector up into 12 major activity categories (as seen in Table 2). The categories group institutions together that serve similar purposes or perform similar activities.

Table 2

The Statistics New Zealand and United Nations' Twelve Activity Groups of Non-Profit Organizations.

Group	ICNPO	NZSCNPO
1	Culture and recreation	Culture, sport and recreation
2	Education and research	Education and research
3	Health	Health
4	Social services, and emergency relief	Social Services
5	Environmental / animal protection	Environment
6	Development and housing	Development and Housing
7	Civic and advocacy groups	Law, advocacy, and politics
8	Philanthropic and other intermediaries	Grant making, fundraising and voluntarism promotion
9	International organizations, aid and relief	International
10	Religious congregations and associations	Religion
11	Unions, business and professional associations	Business and professional associations, unions
12	Not elsewhere classified	Not elsewhere classified

Note. ICNPO stands for the International Classification of Non-Profit Organizations, and NZSCNPO is an abbreviation of New Zealand Standard Classification of Non-Profit Organisations (Statistics NZ, 2006; United Nations, 2003, 2018).

As part of the demographic questions used to collect information about the participants in this thesis' sample, participants were asked to provide the name of the civil society organization that they were employed by (in this study's information sheet participants were reassured of the confidentiality of their responses). Each unique organization was given an organizational identifier code (starting from 1). Once all participants' employing organizations were coded, the researcher used the definitions of

the twelve areas of non-profit organizations developed by Statistics New Zealand based on the work by the United Nations to place the organizations into one of the twelve categories (Statistics NZ, 2006; United Nations, 2003, 2018). Appendix L displays the classification criteria.

Between Group Differences: Intra-class Correlation Coefficient. A one-way between subjects ANOVA was performed, providing the between group mean square and the within group mean square (Bliese & Halverson, 1998; Kenny et al., 2002; Klein & Kozlowski, 2000b). The group mean square and the within group mean square are used in Bartko's (1966) formula for ICC (1), along with Haggard's (1958) formula to calculate N_G to account for the differences in group sizes (Refer to Equations [1] and [2] in Appendix M; Blalock, 1972; Bliese & Halverson, 1998; Klein & Kozlowski, 2000b). The ICC (2) estimate was calculated using Equation (3) outlined in Appendix M (Bartko, 1976; Klein & Kozlowski, 2000b; Shrout & Fleiss, 1979).

To aid interpretation of the ICC, *F* tests were performed. The *F* tests used Equation (4), as presented in Appendix M, for the sportsmanship and civic virtue subscales and Equation [5] (Appendix M) for the global organizational citizenship behaviour score and the altruism, conscientiousness, and courtesy subscales (Bartko, 1966; Kenny et al., 2002).

Within Group Agreement: r_{wg} Indices. As an overall assessment of within-groups agreement; the r_{WGp} index was calculated across the whole sample for the five subscales of organizational citizenship behaviour, and the $r_{WGp(j)}$ index was used for the sample's organizational citizenship behaviour scale results (Equations [6] and [7], Appendix N; LeBreton et al., 2005; LeBreton & Senter, 2008).

r_{wg} values were calculated for each of the twelve groups on the five subscales of the organizational citizenship behaviour scale (Equation [8], Appendix N), providing a lower and upper estimate for the twelve groups for each subscale. As suggested by James et al. (1984), Biemann et al. (2012), and LeBreton and Senter (2008), lower and upper bounds for the r_{wg} estimates were calculated to address potential issues with the expected variance of the null distribution. To calculate the lower and upper bounds for the r_{wg} estimates, the expected error variance values were estimated. To do this, the potential for rating bias in the organizational citizenship behaviour data was evaluated (Biemann et al., 2012; James et al., 1984; LeBreton & Senter, 2008).

For the current thesis, the evaluation for rating bias was as follows: participants that provided organizational citizenship behaviour scale results were provided the same information; that the organizational citizenship behaviour scores were to be used for the purpose of purely academic research. All participants were provided with information outlining the anonymity of their data, and the assurance that the data would not be seen or used by their employer. The data collected was focused on how the participants perceived their own levels of organizational citizenship behaviour. Given these factors, it is hoped that participants responded as honestly as possible.

Joinson (1999) suggests that social desirability has a decreased impact on online test responses when the participant's anonymity is ensured. The decreased impact of social desirability could result in an equal chance of any of the response options being selected, meaning that the provided data would be at a lower risk of bias. A lowered risk of bias provides support for using a uniform null distribution for the within-group agreement

estimates (LeBreton, Burgess, Kaiser, Atchley, & James, 2003; LeBreton & Senter, 2008; Schriesheim et al., 2001).

However, James et al. (1984) suggest that individuals are more likely to be influenced by perceived social desirability when self-reporting on affective variables such as organizational citizenship behaviour. The influence of perceived social desirability creates the potential for the expected error variances to be skewed due to participants displaying a bias favouring passive agreement, as in the so-called acquiescence response style (Stening & Everett, 1984; Weijters, Geuens, & Schillewaert, 2010). To take the potential positive skew into account, the lower bound for the r_{wg} estimates used a moderately skewed null distribution ($\sigma^2_E = 2.14$). The upper bound used a uniform null distribution ($\sigma^2_E = 4.00$) (refer to Appendix O for the distribution table, the organizational citizenship behaviour measure had seven response options).

The $r_{wg(J)}$ estimate was used to assess the overall level of within-group agreement for each of the twelve groups' organizational citizenship behaviour scores, giving twelve lower and upper estimates of $r_{wg(J)}$ (Equation 9, Appendix N; Biemann et al., 2012; A. Cohen, Doveh, & Eick, 2001).

Confirmatory Factor Analysis for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), and Organizational Citizenship Behaviour – Organizational (OCBO). The first stage of Anderson and Gerbing's (1988) two-step approach to structural equation modelling was used to address this thesis' first aim. Confirmatory factory analyses were conducted to test the two measurement models for organizational citizenship behaviour (Model A: OCB, Model B: OCBI and OCBO). The

confirmatory factor analyses determined if the scale items adequately indicated their intended constructs (OCB, OCBI and OCBO), as well as assessing the validity and reliability of the constructs of interest (Hair, Black, Babin, & Anderson, 2014).

The relationship of the higher-order factors with the lower-order factors were of primary interest, so variance of the higher-order factors was constrained to one when performing the confirmatory factory analyses (Byrne, 2016; Kline, 2011). When estimating parameters, full information maximum likelihood (FIML) estimation was used due to its proven ability to handle missing data with the least amount of bias (Arbuckle, Marcoulides, & Schumacker, 1996; Hair et al., 2014; Little & Rubin, 1989; B. Muthén, Kaplan, & Hollis, 1987; Schafer, 1997).

The results of the confirmatory factor analyses were examined for improper solutions (sometimes referred to as Heywood cases), which usually present as one or more non-positive variance estimates. They can also be caused by outliers and influential cases, identification problems, sampling fluctuations, or model misspecifications (F. Chen, Bollen, Paxton, Curran, & Kirby, 2001; Dillon, Kumar, & Mulani, 1987; Gerbing & Anderson, 1987).

Any improper solution found is due to sampling error when it is not statistically different from zero, and/or if a 95% confidence interval constructed around the improper solution (negative error variance) contains zero (Dillon et al., 1987; Gerbing & Anderson, 1987). To resolve the improper solution the error variance was fixed to zero (Dillon et al., 1987; Gerbing & Anderson, 1987).

3.5.5 Investigating and Refining the Correlates to Organizational Citizenship Behaviour in New Zealand's Civil Society Sector

Confirmatory Factor Analysis. A two-step approach to structural equation modelling was used to evaluate the measurement and structural models (Anderson & Gerbing, 1988). A series of confirmatory factor analyses were conducted to test the measurement models for all constructs of interest (organizational citizenship behaviour's confirmatory factor analyses were performed as part of testing this thesis' first objective). The confirmatory factor analyses determined if the scale items adequately indicated their intended constructs as well as assessing the validity and reliability of the constructs of interest (Hair et al., 2014).

When conducting the confirmatory factor analyses higher-order factors had their variance constrained to one (Byrne, 2016; Kline, 2011), and full information maximum likelihood (FIML) estimation was used in the estimation of parameters (Arbuckle et al., 1996; Byrne, 2016; Kline, 2011; B. Muthén et al., 1987).

The results of the confirmatory factor analyses were examined for improper solutions (sometimes referred to as Heywood cases; F. Chen et al., 2001; Dillon et al., 1987; Gerbing & Anderson, 1987) and resolved by fixing the error variance to zero if it was not statistically different from zero; and/or if a 95% confidence interval constructed around the improper solution contains zero (Dillon et al., 1987; Gerbing & Anderson, 1987).

Structural Equation Modelling. Once the confirmatory factor analyses of the measurement models were completed, the structural model was examined for both the theoretical model and the alternative model, as recommended by MacCallum (2003). The structural models investigated the relationships between the latent variables that were

measured by the confirmatory factor analyses (Anderson & Gerbing, 1988). The model of organizational citizenship behaviour used in the structural model was determined by the outcome of the investigation in Study 1. Re-specification of the measurement and structural models was avoided (unless there are non-significant relationships between subscales of latent variables) to ensure that that the confirmatory factory analysis and structural equation modelling process was a priori (MacCallum, 2003). Taking this approach improves the likelihood that the current thesis will be replicable in the future, using the standardized measures as used in this thesis.

3.5.6 Fit Indices and Model Fit

For the two-stage structural equation modelling and the one stage meta-analytic structural equation modelling analyses that have been outlined above, the same fit indices were used to evaluate model fit.

The comparative-fit-index (CFI; Bentler, 1990), Tucker-Lewis index (TLI; Tucker & Lewis, 1973), chi-square test (X^2; Pearson, 1900), and the root mean squared error of approximation (RMSEA; J. H. Steiger, 1990) were used to assess model fit. The following rules of thumb will be considered when evaluating model fit (Kline, 2011): adequate fit is indicated when CFI and TLI exceed 0.90 (Bentler, 1990; Bentler & Bonett, 1980), the X^2 is non-significant (Kline, 2011), and the RMSEA is lower than 0.08 (J. Steiger, 1989), and mediocre fit is shown by RMSEA values between 0.08 to 0.10 (MacCallum, Browne, & Sugawara, 1996)

To aid the assessment of the fit of the current thesis' measurement instruments, fit indices from the confirmatory factor analysis for each measure were compared with

published fit indices for the same measures. The current thesis' fit indices and the fit indices drawn from the literature were placed into tables to allow for comparison of fit across studies.

4 Study One Results

4.1 Descriptive Statistics

The descriptive statistics for overall and subscale scores for organizational citizenship behaviour (OCB), organizational citizenship behaviour – individual (OCBI), organizational citizenship behaviour – organizational (OCBO), engagement, burnout, time demands, job security, inclusive climate, organizational commitment, citizenship motivation, servant leadership and compensation satisfaction are presented in Table 3 (including skewness, kurtosis, and reliability statistics).

Table 3 presents the kurtosis value for organizational citizenship behaviour which is the highest among all the variables (11.58, *SE* = .23). All variables apart from inclusive climate (and the inclusion in decision making subscale), the impression management subscale of citizenship motivation, and compensation satisfaction (all subscales except for pay level satisfaction) present slightly negative skewness values (ranging from -2.43 to -0.03). Compensation satisfaction (*n* = 185) (and subscales *n* = 176 - 184) had the lowest number of participants compared to the other variables.

Internal consistency analyses were conducted on all scales. All measures have demonstrated satisfactory reliability coefficients and therefore no decisions on item inclusion needed to be made (as seen in Table 3). All Cronbach's alpha values bar one

exceeded Nunnally and Bernstein's (1994) criterion of .70 and ranged from α = .71 to α = .99.

Table 3

Sample Size and Descriptive Statistics for all Variables and Their Subscales.

	N	*M*	*SD*	Skew	*SE*	Kurtosis	*SE*	α
Organizational Citizenship Behaviour	441	5.93	0.70	-2.43	0.12	11.58	0.23	0.91
Altruism	440	5.80	1.02	-1.35	0.12	2.80	0.23	0.82
Conscientiousness	441	5.89	0.89	-1.67	0.12	5.23	0.23	0.80
Sportsmanship	432	5.97	1.00	-1.39	0.12	2.47	0.23	0.78
Courtesy	435	6.09	0.87	-2.40	0.12	9.85	0.23	0.81
Civic Virtue	426	5.97	0.91	-1.96	0.12	6.63	0.24	0.81
Organizational Citizenship Behaviour - Individual	441	5.97	0.81	-2.23	0.12	9.72	0.23	0.87
Organizational Citizenship Behaviour - Organizational	441	5.90	0.76	-1.82	0.12	6.89	0.23	0.86
Engagement	427	5.47	1.01	-1.59	0.12	4.37	0.24	0.91
Vigor	427	4.96	1.22	-0.92	0.12	1.10	0.24	0.88
Dedication	426	5.93	1.11	-1.93	0.12	5.74	0.24	0.88
Absorption	425	5.54	1.09	-1.23	0.12	2.98	0.24	0.74
Burnout	379	3.00	0.78	0.42	0.13	1.44	0.25	0.81
Cynicism	378	1.34	1.26	1.30	0.13	1.55	0.25	0.85
Professional Efficacy	378	4.98	0.94	-1.49	0.13	3.24	0.25	0.83
Exhaustion	379	2.28	1.43	0.57	0.13	-0.39	0.25	0.91
Time Demands	424	2.52	0.96	0.42	0.12	-0.59	0.24	0.84
Job Security	422	4.71	1.20	-0.38	0.12	-0.18	0.24	0.88
Inclusive Climate	442	5.32	2.57	3.21	0.12	9.56	0.23	0.95
Foundation of Equitable Employment Practices	414	3.63	0.89	-0.59	0.12	0.06	0.24	0.85
Integration of Differences	415	4.13	0.74	-0.93	0.12	0.84	0.24	0.89
Inclusion in Decision Making	442	7.44	2.28	2.70	0.12	6.48	0.23	0.93
Organizational Commitment	405	4.53	0.83	-0.24	0.12	-0.16	0.24	0.80
Affective Commitment	440	5.80	0.96	-1.48	0.12	3.82	0.23	0.76
Continuance Commitment	441	5.88	0.83	-1.49	0.12	4.69	0.23	0.81
Normative Commitment	435	6.04	0.77	-1.92	0.12	7.89	0.23	0.80
Citizenship Motivation	384	4.30	0.60	-0.57	0.13	2.88	0.25	0.90
Organizational Concern	384	5.11	0.74	-1.23	0.13	3.03	0.25	0.92
Prosocial Values	382	5.26	0.72	-1.65	0.13	5.13	0.25	0.94
Impression Management	382	2.51	1.12	0.54	0.13	-0.45	0.25	0.92
Servant Leadership	393	2.96	0.64	-0.69	0.12	0.13	0.25	0.96
Altruistic Calling	392	2.70	0.81	-0.32	0.12	-0.47	0.25	0.92
Emotional Trauma	392	2.55	0.92	-0.07	0.12	-0.89	0.25	0.94
Wisdom	390	3.09	0.83	-0.73	0.12	-0.34	0.25	0.96
Persuasive Mapping	392	2.87	0.71	-0.50	0.12	-0.11	0.25	0.88
Organizational Stewardship	385	3.46	0.66	-1.50	0.12	2.26	0.25	0.91
Compensation Satisfaction	185	2.60	0.96	0.20	0.18	-0.37	0.36	0.98
Pay Level Satisfaction	184	2.80	1.18	-0.03	0.18	-0.95	0.36	0.99
Pay Structure Satisfaction	183	2.72	1.08	0.00	0.18	-0.64	0.36	0.96
Pay Rise Satisfaction	184	2.60	1.11	0.16	0.18	-0.76	0.36	0.91
Variable Pay Procedures Satisfaction	176	2.41	1.22	0.44	0.18	-0.76	0.36	0.96
Benefit Determination Satisfaction	178	2.45	1.10	0.30	0.18	-0.73	0.36	0.96
Benefit Level Satisfaction	178	2.49	1.21	0.33	0.18	-0.79	0.36	0.97
Benefit Administration Satisfaction	176	2.48	1.16	0.30	0.18	-0.81	0.36	0.98

4.2 Correlation Analysis

Table 4 displays the Pearson product-moment correlation coefficients for each of the variables in this study. The correlations range from very weak to moderate in strength (.00 to .93) in both positive and negative directions, with a number of statistically significant correlations. Table 46 in Appendix P has more detail about the bivariate correlations for the variables in this thesis, both for the correlations for the overall measures, and the subscales. Compensation satisfaction had the most non-significant correlations with other variables, both at the scale level (as seen in Table 4), and at the subscale level (Table 46 Appendix P).

Table 4

Bivariate Correlation Matrix Between all of this Thesis' Target Variables.

	1	2	3	4	5	6	7	8	9	10	11
Organizational Citizenship Behaviour											
Organizational Citizenship Behaviour - Individual	.88**										
Organizational Citizenship Behaviour - Organizational	.93**	.63**									
Engagement	.52*	.40**	.53**								
Burnout	.00	.13*	-.09**	-.10**							
Time Demands	.01	.02	-.01	.00	.36*						
Job Security	.28*	.25**	.28**	.38*	.05	-.09					
Inclusive Climate	.06	.07	.02	.17*	-.25*	-.09	.12**				
Organizational Commitment	.24*	.20**	.23**	.33*	.12**	.25*	.11**	.22*			
Citizenship Motivation	.35*	.39**	.25**	.48*	.16**	.09	.19*	.27*	.35*		
Servant Leadership	.21*	.18**	.191**	.38*	-.13**	-.17*	.29*	.61*	.27*	.31*	
Compensation Satisfaction	.12	.17*	.07	.05	.06	.02	.04	.10	.09	.28*	.14

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

4.3 Exploring The Structural Dimensionality of Organizational Citizenship Behaviour Through the Lens of Civil Society Organizations.

4.3.1 Assessment of the Non-independence and Within Groups Agreement: Organizational Citizenship Behaviour

Table 5 displays the group size for the twelve groups based on the New Zealand Standard Classification of Non-Profit Organisations (NZSCNPO) and the International Classification of Non-Profit Organizations (ICNPO) (Statistics NZ, 2006; United Nations, 2003, 2018). These groups formed the basis of the investigation into non-independence and within groups agreement in the organizational citizenship behaviour data. The smallest group consisted of twelve participants (Group 8) and the largest group was comprised of between 44-47 participants (Group 7) across the organizational citizenship behaviour subscales and organizational citizenship behaviour itself.

Table 5

Size of the Groups Used for the Assessment of the Clustering Effect Present in the Organizational Citizenship Behaviour Data.

	Group											
	1	2	3	4	5	6	7	8	9	10	11	12
Organizational Citizenship Behaviour	36	28	75	50	16	19	44	12	40	15	27	41
Organizational Citizenship Behaviour - Individual	38	32	80	53	18	21	48	12	46	16	27	45
Organizational Citizenship Behaviour - Organizational	38	30	76	53	18	21	46	12	45	16	27	45
Altruism	38	31	80	52	17	21	47	12	44	15	27	43
Conscientiousness	38	30	76	53	18	21	44	12	44	15	27	43
Sportsmanship	37	30	76	52	17	20	46	12	45	16	27	45
Courtesy	37	30	75	52	18	20	46	12	42	16	27	44
Civic Virtue	37	29	76	52	18	20	46	12	44	16	27	44

Note. See Table 2 for more detail on the group classifications.

In Table 6 the intraclass correlations, *F* ratios, and *p* values for the overall organizational citizenship behaviour scale, as well as each of the subscales (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) are presented.

Table 6

Assessing Non-independence: One-way Analysis of Variance and Intraclass Correlation Coefficients for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), Organizational Citizenship Behaviour – Organizational (OCBO) and Subscales.

	Source	*SS*	df	*MS*	F	Sig.	*ICC (1)*	N_G	*ICC (2)*	*N*
OCB	Between Groups	5.36	11	0.49	1.03#	0.94*	-0.001	32.77	-0.03	
	Within Groups	195.95	391	0.50						
	Total	201.31	402							403
OCBI	Between Groups	5.80	11	0.53	1.13*	1.12*	-0.003	35.46	-0.13	
	Within Groups	253.61	424	0.60						
	Total	259.42	435							436
OCBO	Between Groups	9.16	11	0.83	0.88	0.13	0.014	34.78	0.32	
	Within Groups	230.05	415	0.55						
	Total	239.21	426							427
Altruism	Between Groups	10.49	11	0.95	1.11#	1.08*	-0.003	34.70	-0.11	
	Within Groups	438.67	415	1.06						
	Total	449.16	426							427
Conscientiousness	Between Groups	4.80	11	0.44	1.80#	1.73*	-0.013	34.28	-0.80	
	Within Groups	320.65	409	0.78						
	Total	325.44	420							419
Sportsmanship	Between Groups	18.18	11	1.65	1.73	0.07	0.021	34.43	0.42	
	Within Groups	393.73	411	0.96						
	Total	411.91	422							423
Courtesy	Between Groups	5.71	11	0.52	1.42#	1.47*	-0.009	34.13	-0.42	
	Within Groups	300.75	407	0.74						
	Total	306.46	418							419
Civic Virtue	Between Groups	10.16	11	0.92	1.11	0.35	0.003	34.27	0.10	
	Within Groups	339.54	409	0.83						
	Total	349.69	420							421

Reversed *F* test equation due to negative ICC(1)

* Significance value has been doubled due to two-tailed nature of ANOVA for negative ICC(1)

As seen in Table 6, the organizational citizenship behaviour scale has a very small non-significant negative ICC (1) r = -.001, F (381,11) = 1.03, p = 0.94. The non-significant ICC (1) value suggests that individuals in each group are as similar to each other as they are to individuals in the other groups. This interpretation is supported by the non-significant *F* test,

which can be interpreted as evidence of no higher level constructs in the organizational citizenship behaviour data (G. Chen et al., 2005; Florin et al., 1990). This conclusion is reinforced by the results of the assessment of the non-independence of the organizational citizenship behaviour – individual, organizational citizenship behaviour – organizational, and the related subscales. As presented in Table 6, all the ICC (1) values are very small and close to zero (ICC [1] = -0.001 – 0.02), with none of the ICC (1) results being significant at the 0.05 level.

The ICC (2) value for the organizational citizenship behaviour scale is -0.03. This small negative ICC (2) value suggests that the mean levels of organizational citizenship behaviour cannot reliably be used to differentiate between groups. This conclusion is supported by the ICC (2) scores for the subscales of organizational citizenship behaviour (-0.80 – 0.42), as well as by the ICC (2) values for organizational citizenship behaviour – individual and organizational citizenship behaviour – organizational (-0.13 and 0.32; Bartko, 1976; Bliese, 2000; Shrout & Fleiss, 1979). All the ICC (2) values sit below the suggested threshold of 0.70 (Klein & Kozlowski, 2000a).

Table 7 highlights the overall indicators of within-group agreement for each subscale (r_{WGp}) and for organizational citizenship behaviour (OCBO), organizational citizenship behaviour – individual (OCBI), and organizational citizenship behaviour – organizational (OCBO) ($r_{WGp(j)}$) across all groups. The overall pooled within group agreement index score ($r_{WGp(j)}$) displayed a strong level of agreement (0.88 – 0.95) for the organizational citizenship behaviour scale (LeBreton & Senter, 2008). The strong agreement levels are supported by the subscales' pooled within-group index scores (r_{WGp}). The pooled within-group index

scores range between 0.51 and 0.65 for the lower bounds and 0.74 to 0.82 for the higher bounds, providing evidence of moderate to strong levels of within-group agreement (LeBreton & Senter, 2008).

Table 7

The Upper and Lower Bounds for the Pooled Within-Group Agreement Scores (r_{WGp} and $r_{WGp(j)}$) for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), Organizational Citizenship Behaviour – Organizational (OCBO) and Subscales.

	r_{WGp}		$S^2_{X.\tau}$	$r_{WGp(j)}$		$S^{-2}_{X.\tau(j)}$
	Lower	Upper		Lower	Upper	
Altruism	0.51	0.74	1.06			
Conscientiousness	0.63	0.80	0.78			
Sportsmanship	0.55	0.76	0.96			
Courtesy	0.65	0.82	0.74			
Civic Virtue	0.61	0.79	0.83			
OCB				0.88	0.95	0.87
OCBI				0.88	0.95	0.88
OCBO				0.91	0.96	0.70

Note. For the calculation of r_{wgp} and the $r_{wgp(J)}$ values the σ^2_E values were 2.14 and 4.00 for the lower and upper bounds, respectively. These σ^2_E values represent a moderately skewed and a uniform distribution of responses.

To examine the agreement within the 12 groups identified in the data, Table 8 displays the r_{wg} index values for the five subscales of organizational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and the $r_{wg(J)}$ values for the overall organizational citizenship behaviour scale. The lowest r_{wg} estimate was between 0.05 and 0.49 (for the Group 10 conscientiousness scores) and the highest estimate was between 0.86 to 0.92 (Group 7 courtesy). The results presented in Table 8

suggest that there is a range of within-group agreement levels in the organizational citizenship behaviour data, ranging from a lack of agreement through to a very strong level of agreement, depending on the specific group and subscale being referred to (LeBreton & Senter, 2008).

Table 8

Presenting the Upper and Lower Bounds for the r_{wg} and $r_{wg(J)}$ Estimates of Within-Group Agreement for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), Organizational Citizenship Behaviour – Organizational (OCBO), and Subscale Scores Across Groups.

	Subscale										Global					
	Altruism		Conscientiousness		Sportsmanship		Courtesy		Civic Virture		OCB		OCBI		OCBO	
	r_{wg}		r_{wg}		r_{wg}		r_{wg}		r_{wg}		$r_{wg(J)}$		$r_{wg(J)}$		$r_{wg(J)}$	
Group	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper
1	0.74	0.86	0.81	0.90	0.73	0.86	0.83	0.91	0.82	0.90	0.95	0.97	0.95	0.98	0.94	0.97
2	0.29	0.62	0.40	0.68	0.07	0.50	0.36	0.66	0.38	0.67	0.68	0.89	0.72	0.90	0.61	0.88
3	0.32	0.64	0.63	0.80	0.55	0.76	0.59	0.78	0.52	0.74	0.85	0.94	0.82	0.93	0.88	0.95
4	0.49	0.73	0.80	0.89	0.76	0.87	0.83	0.91	0.78	0.88	0.93	0.97	0.92	0.96	0.95	0.97
5	0.84	0.91	0.64	0.81	0.77	0.88	0.67	0.82	0.78	0.88	0.93	0.97	0.94	0.97	0.92	0.96
6	0.37	0.66	0.76	0.87	0.69	0.83	0.44	0.70	0.62	0.80	0.87	0.94	0.82	0.93	0.93	0.97
7	0.67	0.82	0.78	0.88	0.72	0.85	0.86	0.92	0.72	0.85	0.94	0.97	0.94	0.97	0.94	0.97
8	0.76	0.87	0.67	0.82	0.55	0.76	0.82	0.90	0.84	0.91	0.93	0.97	0.95	0.98	0.89	0.95
9	0.63	0.80	0.54	0.75	0.44	0.70	0.60	0.79	0.62	0.80	0.87	0.94	0.89	0.95	0.83	0.93
10	0.20	0.57	0.05	0.49	0.15	0.54	0.13	0.53	0.25	0.60	0.48	0.86	0.54	0.87	0.35	0.84
11	0.54	0.76	0.55	0.76	0.46	0.71	0.81	0.90	0.62	0.80	0.88	0.95	0.91	0.96	0.84	0.93
12	0.46	0.71	0.55	0.76	0.48	0.72	0.59	0.78	0.43	0.70	0.83	0.93	0.83	0.93	0.84	0.93

Note. For the calculation of the r_{wg} and the $r_{wg(J)}$ values the σ^2_E values were 2.14 for the lower bounds and 4.00 for the upper bounds. These σ^2_E values represent a moderately skewed and a uniform distribution of responses.

As seen in Table 8, the $r_{wg(J)}$ lower and upper bound values range from 0.48 to 0.97 across the twelve groups' overall organizational citizenship behaviour scale results. These values provide evidence of weak within-groups agreement through to very strong within-groups agreement in the overall organizational citizenship behaviour scale data across the twelve groups (LeBreton & Senter, 2008).

4.3.2 Summary: Non-Independence and Within Groups Agreement

The investigation of the non-independence and within-groups agreement of organizational citizenship behaviour at the overall and subscale level finds that there is no evidence of group level organizational citizenship behaviour in the data drawn from the civil society sector in New Zealand. The ICC (1) results display evidence that individuals within each group are just as similar to people within their group as they are to people in the other groups. The ICC (2) findings highlight that there is not enough of a difference across the twelve groups organizational citizenship behaviour scores to provide evidence of meaningful differences across the groups.

The results of the within group agreement analysis show that there are small levels of differences within each group. However, this difference is not large enough to negatively influence the overall levels of agreement. Therefore, in order to address this thesis' second objective, Organ's (1988) five sub-facet based model (Model A Figure 2) of organizational citizenship behaviour will be measured at the individual level.

4.3.3 Confirmatory Factor Analysis for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), and Organizational Citizenship Behaviour – Organizational (OCBO)

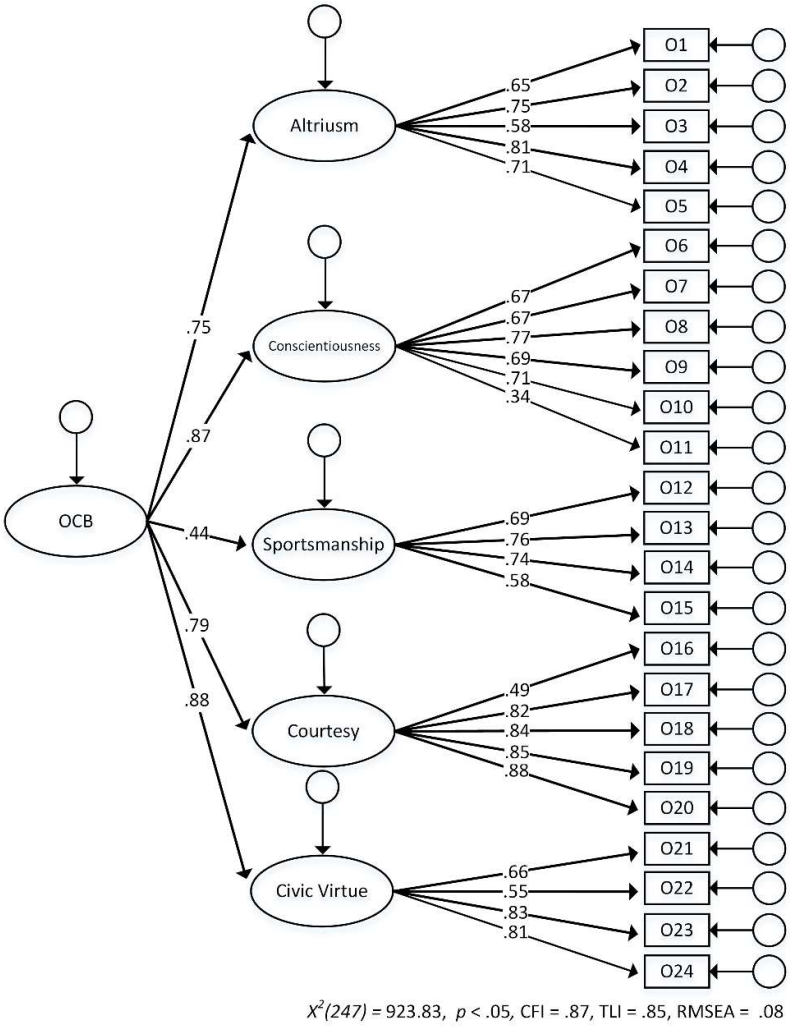
Organizational citizenship behaviour (OCB), organizational citizenship behaviour – individual (OCBI), and organizational citizenship behaviour – organizational (OCBO) are all higher order factors. The results of the higher-order confirmatory factory analyses for each of these are reported in the following section. The supporting results of the the relevant first-order confirmatory factor analyses are presented in Appendix Q.

Organizational Citizenship Behaviour. Figure 3, and Tables 9 and 10 display the results of the second-order confirmatory factor analysis for Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Organizational Citizenship Behaviour Scale. Of interest are the factor loadings between organizational citizenship behaviour and the five subscales (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue) presented in Figure 3 and Table 9. All factor loadings are significant and vary between .44 (organizational citizenship behaviour and sportsmanship) to .87 (organizational citizenship behaviour and conscientiousness).

Table 11 displays the fit statistics for the second-order confirmatory factor analysis of organizational citizenship behaviour, along with mean fit statistics from ten studies that also used Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Organizational Citizenship Behaviour Scale.

Figure 3

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis of the Organizational Citizenship Behaviour (OCB) Scale.



Note. All factor loadings are significant at the .001 level.

Table 9

Second-Order Confirmatory Factor Analysis Standardized Results for the Organizational Citizenship Behaviour Scale.

		Standardized Factor Loadings			Residual Variance Estimates			R^2 Estimates		
Scale	Subscale	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
OCB	Altruism	0.75	0.03	.000	0.44	0.05	.000	0.56	0.05	.000
	Conscientiousnes	0.87	0.03	.000	0.24	0.05	.000	0.76	0.05	.000
	Sportsmanship	0.44	0.05	.000	0.80	0.05	.000	0.20	0.05	.000
	Courtesy	0.79	0.03	.000	0.37	0.05	.000	0.63	0.05	.000
	Civic Virtue	0.80	0.03	.000	0.353	0.05	.000	0.65	0.05	.000

Table 10

Standardized Results of the Second-Order Confirmatory Factor Analysis for the Five Subscales of the Organizational Citizenship Behaviour Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruism	O1	0.65	0.04	.000	3.59	0.13	.000	0.57	0.05	.000	0.43	0.05	.000
	O2	0.75	0.03	.000	4.29	0.15	.000	0.44	0.04	.000	0.56	0.04	.000
	O3	0.58	0.04	.000	3.57	0.13	.000	0.66	0.04	.000	0.34	0.04	.000
	O4	0.81	0.02	.000	5.24	0.18	.000	0.35	0.04	.000	0.65	0.04	.000
	O5	0.71	0.03	.000	5.95	0.21	.000	0.50	0.04	.000	0.50	0.04	.000
Conscientiousness	O6	0.67	0.03	.000	4.28	0.15	.000	0.55	0.04	.000	0.45	0.04	.000
	O7	0.67	0.03	.000	3.84	0.14	.000	0.56	0.04	.000	0.44	0.04	.000
	O8	0.77	0.02	.000	5.25	0.18	.000	0.40	0.04	.000	0.60	0.04	.000
	O9	0.69	0.03	.000	4.34	0.16	.000	0.53	0.04	.000	0.47	0.04	.000
	O10	0.71	0.03	.000	6.25	0.22	.000	0.49	0.04	.000	0.51	0.04	.000
	O11	0.34	0.05	.000	5.35	0.19	.000	0.89	0.03	.000	0.12	0.03	.000
Sportsmanship	O12	0.69	0.03	.000	4.12	0.15	.000	0.52	0.05	.000	0.48	0.05	.000
	O13	0.76	0.03	.000	4.87	0.17	.000	0.42	0.05	.000	0.58	0.05	.000
	O14	0.74	0.03	.000	4.80	0.17	.000	0.46	0.05	.000	0.55	0.05	.000
	O15	0.58	0.04	.000	5.05	0.18	.000	0.67	0.05	.000	0.33	0.05	.000
Courtesy	O16	0.49	0.04	.000	4.03	0.15	.000	0.76	0.04	.000	0.24	0.04	.000
	O17	0.82	0.02	.000	6.01	0.21	.000	0.34	0.03	.000	0.67	0.03	.000
	O18	0.84	0.02	.000	7.07	0.25	.000	0.30	0.03	.000	0.70	0.03	.000
	O19	0.85	0.02	.000	6.68	0.23	.000	0.28	0.03	.000	0.72	0.03	.000
	O20	0.88	0.02	.000	6.85	0.24	.000	0.23	0.03	.000	0.77	0.03	.000
Civic Virtue	O21	0.66	0.03	.000	4.74	0.17	.000	0.57	0.04	.000	0.44	0.04	.000
	O22	0.55	0.04	.000	3.63	0.13	.000	0.70	0.04	.000	0.31	0.04	.000
	O23	0.83	0.02	.000	5.17	0.18	.000	0.31	0.04	.000	0.69	0.04	.000
	O24	0.81	0.02	.000	5.63	0.20	.000	0.35	0.04	.000	0.65	0.04	.000

Table 11

Fit Indices for the Organizational Citizenship Behaviour (OCB) Second-Order Confirmatory Factor Analysis and Mean Reported Fit Indices Using the Organizational Citizenship Behaviour Scale.

	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
OCB Second Order	923.83	247	.000	0.07	0.08	0.08	0.87	0.85
Comparison OCB Fit Estimates[#]	428.25*	146.85			0.19		0.93	0.88

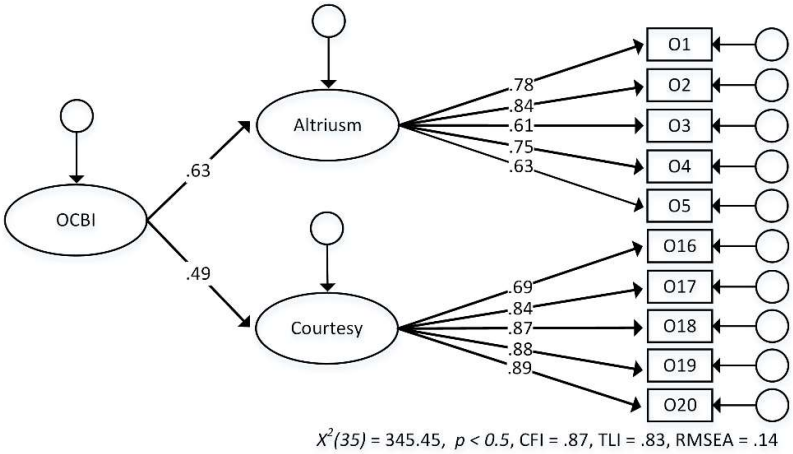
*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

[#]10 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI.

Organizational Citizenship Behaviour – Individual. The results for the second-order confirmatory factor analysis for organizational citizenship behaviour – individual (OCBI) are highlighted in Figure 4 and Table 12. All factor loadings and estimates are significant ($p < .001$). The factor loadings are .63 and .49 between organizational citizenship behaviour – individual (OCBI) and the altruism and courtesy subscales ($p < .001$). The fit statistics for the second-order confirmatory factor analysis for organizational citizenship behaviour – individual (OCBI) are $X^2(735) = 345.45$, $p < .05$, CFI = .87, TLI = .87, and RMSEA = .14, 90% CI (.13-.16).

Figure 4

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis Results of Organizational Citizenship Behaviour – Individual.



Note. All factor loadings are significant at the .001 level.

Table 12

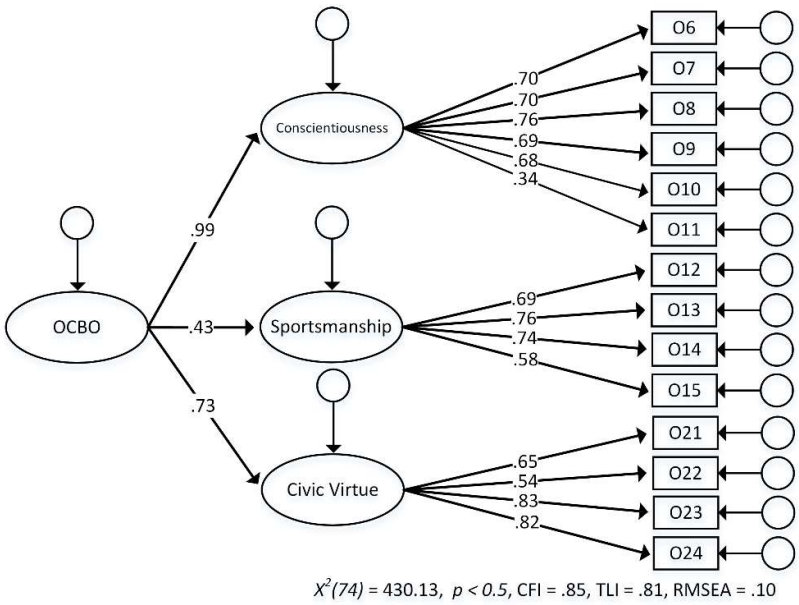
Standardized Results of a Second-Order Confirmatory Factor Analysis for Organizational Citizenship Behaviour – Individual.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruism	O1	0.78	0.02	.000	3.35	0.11	.000	0.39	0.03	.000	0.61	0.03	.000
	O2	0.84	0.02	.000	4.19	0.15	.000	0.30	0.04	.000	0.70	0.04	.000
	O3	0.61	0.04	.000	3.53	0.13	.000	0.63	0.04	.000	0.37	0.04	.000
	O4	0.75	0.03	.000	5.14	0.18	.000	0.44	0.04	.000	0.56	0.04	.000
	O5	0.63	0.04	.000	5.87	0.21	.000	0.61	0.05	.000	0.39	0.05	.000
Courtesy	O16	0.69	0.02	.000	3.26	0.10	.000	0.53	0.02	.000	0.47	0.02	.000
	O17	0.84	0.02	.000	5.60	0.20	.000	0.30	0.03	.000	0.70	0.03	.000
	O18	0.87	0.02	.000	6.55	0.23	.000	0.25	0.03	.000	0.76	0.03	.000
	O19	0.88	0.01	.000	6.17	0.22	.000	0.22	0.03	.000	0.78	0.03	.000
	O20	0.89	0.01	.000	6.32	0.23	.000	0.21	0.02	.000	0.79	0.02	.000
OCBI	Altruism	0.63	0.04	.000				0.60	0.05	.000	0.40	0.05	.000
	Courtesy	0.49	0.05	.000				0.76	0.05	.000	0.24	0.05	.000

Organizational Citizenship Behaviour – Organizational. The results of the second-order confirmatory factor analysis for organizational citizenship behaviour – organizational (OCBO) are shown in Figure 5 and Table 13. All estimates for organizational citizenship behaviour – organizational (OCBO) are significant ($p < .001$), apart from the residual variance for conscientiousness. The standardized factor loading between organizational citizenship behaviour – organizational (OCBO) and conscientiousness is 0.99 (*SE* = 0.07), between organizational citizenship behaviour – organizational (OCBO) and sportsmanship it is 0.43 (*SE* = 0.06), and between organizational citizenship behaviour – organizational (OCBO) and civic virtue it is 0.73 (*SE* = 0.06). For the second-order confirmatory factor analysis of organizational citizenship behaviour – organizational (OCBO) the fit statistics are $X^2(74)$ = 430.13, $p < .05$, CFI = .85, TLI = .81, and RMSEA = .10 90% CI (.10 - .12).

Figure 5

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis of Organizational Citizenship Behaviour – Organizational (OCBO).



Note. All factor loadings are significant at the .001 level.

Table 13

Standardized Results for the Second-Order Confirmatory Factor Analysis for Organizational Citizenship Behaviour – Organizational (OCBO).

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Conscientiousness	O6	0.70	0.03	.000	4.28	0.15	.000	0.51	0.04	.000	0.49	0.04	.000
	O7	0.70	0.03	.000	3.84	0.14	.000	0.52	0.04	.000	0.48	0.04	.000
	O8	0.76	0.03	.000	5.26	0.18	.000	0.43	0.04	.000	0.57	0.04	.000
	O9	0.69	0.03	.000	4.34	0.16	.000	0.53	0.04	.000	0.47	0.04	.000
	O10	0.68	0.03	.000	6.26	0.22	.000	0.54	0.04	.000	0.46	0.04	.000
	O11	0.34	0.05	.000	5.35	0.19	.000	0.89	0.03	.000	0.11	0.03	.000
Sportsmanship	O12	0.69	0.03	.000	4.12	0.15	.000	0.53	0.05	.000	0.47	0.05	.000
	O13	0.76	0.03	.000	4.86	0.17	.000	0.42	0.05	.000	0.58	0.05	.000
	O14	0.74	0.03	.000	4.80	0.17	.000	0.45	0.05	.000	0.55	0.05	.000
	O15	0.58	0.04	.000	5.05	0.18	.000	0.67	0.05	.000	0.33	0.05	.000
Civic Virtue	O21	0.65	0.03	.000	4.74	0.17	.000	0.58	0.04	.000	0.42	0.04	.000
	O22	0.54	0.04	.000	3.63	0.13	.000	0.71	0.04	.000	0.30	0.04	.000
	O23	0.83	0.02	.000	5.17	0.18	.000	0.31	0.04	.000	0.69	0.04	.000
	O24	0.82	0.02	.000	5.63	0.20	.000	0.33	0.04	.000	0.67	0.04	.000
OCBO	Conscientiousness	0.99	0.07	.000				0.02	0.14	.885	0.98	0.14	.000
	Sportsmanship	0.43	0.06	.000				0.81	0.05	.000	0.19	0.05	.000
	Civic Virtue	0.73	0.06	.000				0.47	0.09	.000	0.53	0.09	.000

4.3.4 Summary: Confirmatory Factor Analysis for Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour – Individual (OCBI), and Organizational Citizenship Behaviour – Organizational (OCBO)

The results of the confirmatory factor analyses of the three forms of citizenship behaviour (organizational citizenship behaviour, organizational citizenship behaviour – individual, and organizational citizenship behaviour – organizational) suggest that Organ's (1988) model of organizational citizenship behaviour and its five dimensions fit the data drawn from New Zealand's civil society organizations better than Williams and Anderson's (1991) rival formulation of organizational citizenship behaviour.

Arguably the fit indices suggest that organizational citizenship behaviour is the best conceptualization for these types of behaviours in the civil society sector. This conclusion is supported by the stronger factor loadings between organizational citizenship behaviour and the five subscales, as well as organizational citizenship behaviour having the best Cronbach's alpha value. Therefore, Organ's (1988) five sub-facet based model (Model A Figure 1) of organizational citizenship behaviour will be used in to address this thesis' second objective.

4.4 Investigating and Refining the Correlates to Organizational Citizenship Behaviour in New Zealand's Civil Society Sector

4.4.1 Confirmatory Factor Analysis

The results of the confirmatory factory analyses for this thesis' variables that are not higher-order constructs (time demands and job security), and the variables that are higher-order constructs (engagement, burnout, inclusive climate, organizational commitment,

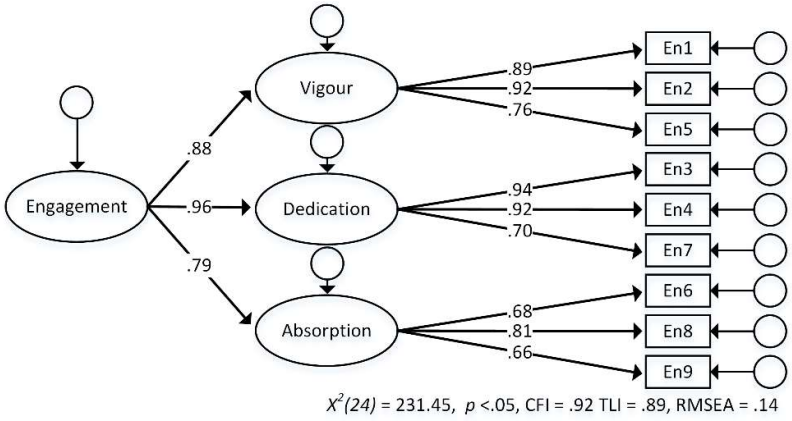
citizenship motivation, servant leadership, and compensation satisfaction) are reported in the body of the results section. For the variables of interest that are higher-order constructs (engagement, burnout, inclusive climate, organizational commitment, citizenship motivation, servant leadership, and compensation satisfaction) the results of the relevant first-order confirmatory factor analyses are presented in Appendix Q. Based on the results of investigating this thesis' first objective, Organ's (1988) five sub-facet based model (Model A Figure 1) of organizational citizenship behaviour will be used in the two-stage structural equation modelling.

Engagement. Figure 6 and Table 14 display the results for the second-order confirmatory factor analysis for Schaufeli et al.'s (2006) Utrecht Work Engagement Scale (UWES-9). Figure 6 and Table 14 highlight the factor loadings between engagement and the vigour (.88, p <.001), dedication (.96, p <.001), and absorption (.79, p <.001) subscales.

Table 14 also shows that all standardized factor loadings, intercepts, residual variance, and R^2 estimates were significant (p <.001). The fit statistics for the second-order confirmatory factor analysis for Schaufeli et al.'s (2006) Utrecht Work Engagement Scale (UWES-9) are reported in Table 15, and the mean fit statistics from thirteen studies that also used Schaufeli et al.'s (2006) Utrecht Work Engagement Scale (UWES-9) are included for comparison.

Figure 6

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis of the Utrecht Work Engagement Scale (UWES-9).



Note. All factor loadings are significant at the .001 level.

Table 14

Standardized Results of a Second-Order Confirmatory Factor Analysis for the Utrecht Work Engagement Scale (UWES-9).

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Vigour	En1	0.89	0.01	.000	3.65	0.13	.000	0.21	0.02	.000	0.79	0.02	.000
	En2	0.92	0.01	.000	3.78	0.14	.000	0.16	0.02	.000	0.84	0.02	.000
	En5	0.76	0.02	.000	4.47	0.16	.000	0.12	0.02	.000	0.88	0.02	.000
Dedication	En3	0.94	0.01	.000	4.08	0.15	.000	0.16	0.02	.000	0.84	0.02	.000
	En4	0.92	0.01	.000	3.56	0.13	.000	0.42	0.04	.000	0.58	0.04	.000
	En7	0.70	0.03	.000	4.83	0.17	.000	0.53	0.05	.000	0.47	0.05	.000
Absorption	En6	0.68	0.03	.000	6.51	0.23	.000	0.51	0.04	.000	0.49	0.04	.000
	En8	0.81	0.03	.000	4.71	0.17	.000	0.34	0.05	.000	0.66	0.05	.000
	En9	0.66	0.04	.000	3.36	0.13	.000	0.57	0.05	.000	0.43	0.05	.000
Engagement	Vigour	0.88	0.02	.000				0.24	0.04	.000	0.76	0.04	.000
	Dedication	0.96	0.02	.000				0.09	0.04	.043	0.91	0.04	.000
	Absorption	0.77	0.03	.000				0.41	0.05	.000	0.59	0.05	.000

Table 15

Fit Indices for the Second-Order Confirmatory Factor Analysis of Engagement and Mean Reported Fit Indices Using Utrecht Work Engagement Scale (UWES-9).

	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
Engagement Second Order	231.45	24	.000	0.13	0.14	0.16	0.92	0.89
Comparison Engagement Fit Estimates[#]	524.88*	45.60			0.14		0.97	0.99

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p <$ .05 level

[#]13 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI

Burnout. Two second-order confirmatory factor analyses were conducted on the data from the Maslach Burnout Inventory General Survey (MBI-GS). The confirmatory factor analyses examined the factor structure and relationships between burnout and its subscales (Exhaustion, Cynicism, and Professional Efficacy; Maslach et al., 1996).

The first second-order confirmatory factor analysis for the Maslach Burnout Inventory General Survey (MBI-GS; Maslach et al., 1996) returned an improper solution for the residual variance of the cynicism subscale (non-standardized residual variance -0.38, $p <$ .701). However, upon investigation it was found to be non-significant and the confidence interval constructed around the estimate included zero (as seen in Table 16). This allowed the variance of cynicism to be constrained to zero as suggested by F. Chen et al. (2001), Dillon et al. (1987), and Gerbing and Anderson (1987).

Table 16

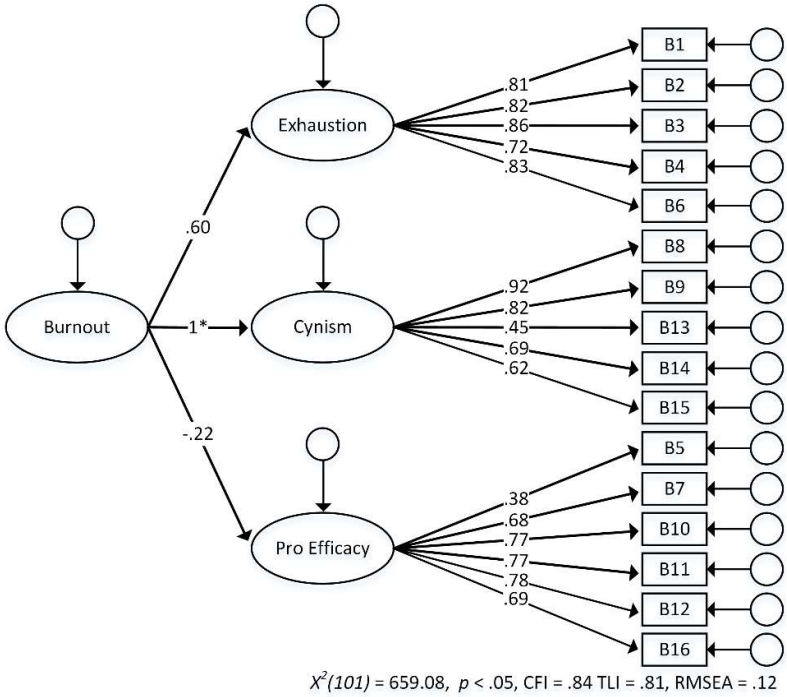
Confidence Intervals, Standard Errors and Significance for the Non-Standardized Estimates for Residual Variances to Allow for Investigation of Heywood Variables in the Maslach Burnout Inventory General Survey (MBI-GS).

	Lower				Upper				
Item	0.50%	2.50%	5%	Estimate	5%	2.50%	0.50%	*SE*	Sig.
B1	0.70	0.76	0.78	0.92	1.06	1.09	1.14	0.09	.000
B2	0.78	0.84	0.87	1.03	1.18	1.21	1.27	0.10	.000
B3	0.62	0.67	0.70	0.84	0.98	1.00	1.06	0.09	.000
B4	0.96	1.02	1.05	1.21	1.38	1.41	1.47	0.10	.000
B5	1.33	1.41	1.45	1.65	1.86	1.90	1.98	0.12	.000
B6	0.60	0.65	0.67	0.79	0.92	0.94	0.99	0.08	.000
B7	0.65	0.69	0.71	0.83	0.95	0.97	1.01	0.07	.000
B8	0.22	0.25	0.27	0.34	0.42	0.43	0.46	0.05	.000
B9	0.25	0.28	0.29	0.37	0.45	0.46	0.49	0.05	.000
B10	0.36	0.39	0.41	0.48	0.56	0.58	0.61	0.05	.000
B11	0.58	0.62	0.64	0.76	0.88	0.90	0.94	0.07	.000
B12	0.52	0.57	0.59	0.70	0.82	0.84	0.89	0.07	.000
B13	2.42	2.56	2.63	2.99	3.36	3.43	3.57	0.22	.000
B14	1.00	1.07	1.10	1.28	1.45	1.49	1.55	0.11	.000
B15	0.90	0.95	0.98	1.13	1.28	1.31	1.36	0.09	.000
B16	0.70	0.74	0.77	0.90	1.03	1.05	1.10	0.08	.000
Exhaustion	0.56	0.73	0.81	1.27	1.72	1.81	1.98	0.28	.000
Cynicism	-2.96	-2.34	-2.03	-0.38	1.26	1.58	2.19	1.00	.701
Professional Efficacy	0.07	0.11	0.14	0.26	0.39	0.41	0.46	0.08	.001

The results for the follow up second-order confirmatory factor analysis for the measurement of burnout using Maslach et al.'s (1996) MBI-GS (with cynicism's variance constrained) are presented in Figure 7 and Table 17. All standardised factor loadings are significant at the $p < .001$ level, apart from cynicism due to its constraint. The standardized estimates, residual variance, and R^2 estimates are all significant ($p < .001$), except the R^2 estimates for cynicism (no significance reported due to the constraint placed on cynicism) and professional efficacy ($p = .048$). The factor loading between burnout and exhaustion is .60 ($p < .001$). There is a negative relationship between burnout and professional efficacy (-.22, $p < .001$). Table 18 displays the fit statistics for the second-order confirmatory factor analysis of burnout, along with mean fit statistics from nine studies that also used Maslach et al.'s (1996) MBI-GS measure.

Figure 7

Standardized Factor Loadings and Fit Indices for the Second-order Confirmatory Factor Analysis Results of the Maslach Burnout Inventory General Survey (MBI-GS).



Note. All factor loadings are significant at the .001 level. Bar cynicism on burnout due to the residual error restraint.

*Cynicism's variance was constrained due to displaying a non-significant improper solution in the first confirmatory factor analysis.

Table 17

Standardized Results for the Second Order Confirmatory Factor Analysis for the Maslach Burnout Inventory General Survey (MBI-GS).

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Exhaustion	B1	0.81	0.02	.000	1.62	0.08	.000	0.34	0.03	.000	0.66	0.03	.000
	B2	0.82	0.02	.000	1.60	0.08	.000	0.32	0.03	.000	0.68	0.03	.000
	B3	0.86	0.02	.000	1.33	0.07	.000	0.26	0.03	.000	0.74	0.03	.000
	B4	0.72	0.03	.000	1.12	0.07	.000	0.48	0.04	.000	0.52	0.04	.000
	B6	0.83	0.02	.000	3.65	0.14	.000	0.86	0.04	.000	0.14	0.04	.000
Cynicism	B8	0.92	0.01	.000	1.08	0.07	.000	0.31	0.03	.000	0.69	0.03	.000
	B9	0.92	0.01	.000	4.20	0.16	.000	0.55	0.05	.000	0.46	0.05	.000
	B13	0.45	0.04	.000	0.77	0.06	.000	0.15	0.02	.000	0.85	0.02	.000
	B14	0.69	0.03	.000	0.89	0.06	.000	0.16	0.02	.000	0.84	0.02	.000
	B15	0.62	0.04	.000	4.70	0.18	.000	0.40	0.04	.000	0.60	0.04	.000
Professiona	B5	0.38	0.05	.000	3.73	0.15	.000	0.45	0.04	.000	0.55	0.04	.000
	B7	0.68	0.03	.000	3.57	0.14	.000	0.40	0.04	.000	0.60	0.04	.000
	B10	0.77	0.03	.000	1.06	0.06	.000	0.80	0.04	.000	0.20	0.04	.000
	B11	0.74	0.03	.000	0.73	0.06	.000	0.52	0.04	.000	0.48	0.04	.000
	B12	0.78	0.03	.000	0.71	0.06	.000	0.62	0.04	.000	0.39	0.04	.000
	B16	0.69	0.03	.000	3.76	0.15	.000	0.52	0.05	.000	0.48	0.05	.000
Burnout	Exhaustion	0.60	0.04	.000				0.64	0.05	.000	0.36	0.05	.000
	Cynicism	1*	0.00					0.00			1*		
	Professional Efficacy	-0.22	0.06	.000				0.95	0.02	.000	0.05	0.02	0.048

* Cynicism was constrained due to displaying a non-significant improper solution for its residual variance in the first confirmatory factor analysis.

Table 18

Fit Indices for the Second-Order Confirmatory Factor Analysis (CFA) of Burnout and Mean Reported Fit Indices Using the Maslach Burnout Inventory General Survey (MBI-GS).

	X^2			90% CI Around RMSEA					
	Estimate	*df*	Sig.	Lower	Estimate	Upper	Sig.	CFI	TLI
Burnout Second Order CFA	659.29	102	.000	0.11	0.12	0.13	.000	0.84	0.82
Comparison Burnout Fit Estimates	2660.94*	360.22			0.11			0.89	0.88

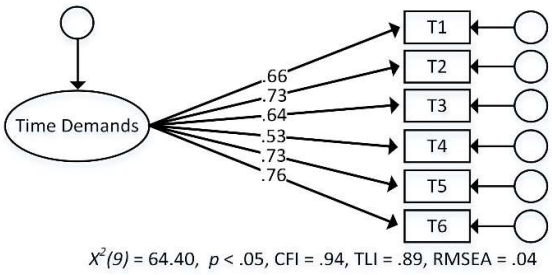
*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

[#] 9 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI.

Time Demands. Figure 8 and Table 19 display the results of a first-order confirmatory factor analysis assessing time demands using the Psychological Time Demands Scale (Moen et al., 2013). All standardized factor loadings, intercept estimates, residual variance, and R^2 estimates are significant ($p < .001$). The smallest factor loading is .53 (p <.001) for T3 and the largest is .76 (p <.001) for T6. The fit statistics for the fist-order confirmatory factor analysis for time demands are: $X^2(9) = 64.40$, $p < .05$, CFI = .94, TLI = .89, and RMSEA = .04, 90% CI (.09 - .15).

Figure 8

Standardized Factor Loadings for the First-Order Confirmatory Factor Analysis of the Psychological Time Demands Scale.



Note. All factor loadings are significant at the .001 level.

Table 19

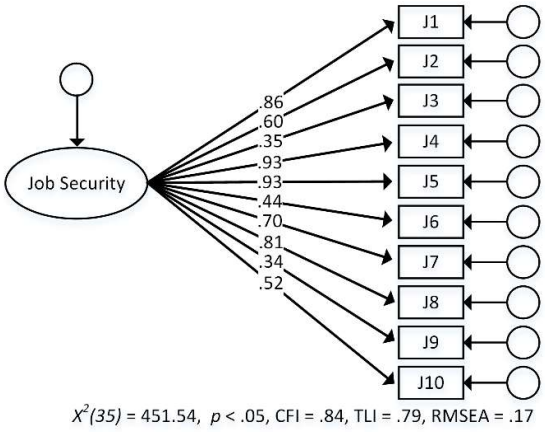
Standardized Results of the First-Order Confirmatory Factor Analysis for the Psychological Time Demands Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Time Demands	T1	0.66	0.03	.000	1.71	0.08	.000	0.56	0.04	.000	0.44	0.04	.000
	T2	0.73	0.03	.000	1.65	0.08	.000	0.46	0.04	.000	0.54	0.04	.000
	T3	0.64	0.04	.000	1.99	0.08	.000	0.60	0.04	.000	0.41	0.04	.000
	T4	0.53	0.04	.000	2.21	0.09	.000	0.72	0.04	.000	0.28	0.04	.000
	T5	0.73	0.03	.000	2.03	0.09	.000	0.47	0.04	.000	0.53	0.04	.000
	T6	0.76	0.03	.000	2.12	0.09	.000	0.42	0.04	.000	0.58	0.04	.000

Job Security. Standardized results from a first-order confirmatory factor analysis can be viewed in Figure 9 and Table 20 for the Job Security Scale (Kraimer et al., 2005; Oldham et al., 1986). Standardized factor loadings, intercept estimates, residual variance, and R^2 estimates for the Job Security Scale are significant ($p < .001$). The factor loadings range between .35 ($p < .001$) for J3 to .93 for J4 and J5 ($p < .001$). The fit statistics for the first-order confirmatory factor analysis for job security are: $X^2(35) = 451.54$, $p < .05$, CFI = .84, TLI = .79, and RMSEA = .17, 90% CI (.15 – 18).

Figure 9

Standardized Factor Loadings for the First-Order Confirmatory Factor Analysis of the Job Security Scale.



Note. All factor loadings are significant at the .001 level.

Table 20

Standardized Results of the First-Order Confirmatory Factor Analysis for the Job Security Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Job Security	J1	0.86	0.01	.000	3.60	0.13	.000	0.26	0.03	.000	0.74	0.03	.000
	J2	0.60	0.03	.000	3.29	0.12	.000	0.64	0.04	.000	0.36	0.04	.000
	J3	0.35	0.04	.000	1.72	0.08	.000	0.88	0.03	.000	0.12	0.03	.000
	J4	0.93	0.01	.000	3.35	0.13	.000	0.14	0.02	.000	0.87	0.02	.000
	J5	0.93	0.01	.000	3.04	0.12	.000	0.14	0.02	.000	0.86	0.02	.000
	J6	0.44	0.04	.000	1.87	0.08	.000	0.81	0.04	.000	0.19	0.04	.000
	J7	0.70	0.03	.000	2.20	0.09	.000	0.52	0.04	.000	0.48	0.04	.000
	J8	0.81	0.02	.000	3.03	0.12	.000	0.35	0.03	.000	0.65	0.03	.000
	J9	0.34	0.05	.000	1.69	0.08	.000	0.88	0.03	.000	0.12	0.03	.000
	J10	0.52	0.04	.000	1.60	0.07	.000	0.73	0.04	.000	0.27	0.04	.000

Inclusive Climate. Two second-order confirmatory factor analyses were performed on the data from Nishii's (2013) Climate for Inclusion Scale (Shortened). The first confirmatory factor analysis returned an improper solution for the residual variance of the Integration of Differences subscale, as seen in Table 21. However, this negative residual was non-significant (p = .931) and the 95% CI (-0.04 – 0.03) included zero. The residual being non-significant, and the confidence interval including zero, meant that the improper estimate was due to sampling fluctuation so was able to be constrained, as advised by F. Chen et al. (2001), Dillon et al. (1987), and Gerbing and Anderson (1987).

Table 21

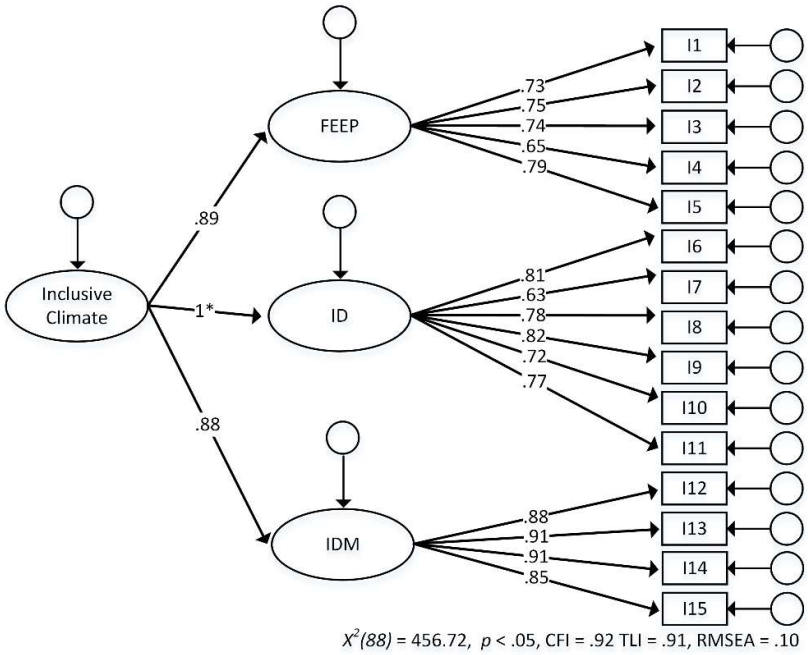
Confidence Intervals, Standard Errors and Significance for the Non-Standardized Estimates for Residual Variances to Allow for Investigation of Improper Solutions in the Climate for Inclusion Scale.

		Non-Standardized Estimates for Residual Variances' Confidence Intervals								
		Lower				Upper				
Scale	Item	0.50%	2.50%	5%	Estimate	5%	2.50%	0.50%	Standard Error	Sig.
Foundation of Equitable Employment Practises	I1	0.40	0.42	0.43	0.50	0.57	0.58	0.61	0.04	.000
	I2	0.38	0.41	0.42	0.49	0.56	0.57	0.59	0.04	.000
	I3	0.43	0.46	0.48	0.55	0.63	0.64	0.67	0.05	.000
	I4	0.76	0.80	0.83	0.95	1.06	1.09	1.13	0.07	.000
	I5	0.34	0.36	0.37	0.44	0.50	0.51	0.54	0.04	.000
Integration of Differencess	I6	0.26	0.27	0.28	0.33	0.37	0.38	0.40	0.03	.000
	I7	0.41	0.44	0.45	0.51	0.57	0.58	0.61	0.04	.000
	I8	0.35	0.37	0.38	0.44	0.50	0.51	0.53	0.04	.000
	I9	0.21	0.23	0.23	0.27	0.31	0.31	0.33	0.02	.000
	I10	0.28	0.30	0.31	0.36	0.40	0.41	0.43	0.03	.000
	I11	0.24	0.25	0.26	0.30	0.34	0.35	0.36	0.02	.000
Inclusion in Decision Makaing	I12	0.16	0.17	0.18	0.21	0.24	0.24	0.25	0.02	.000
	I13	0.12	0.13	0.14	0.17	0.19	0.20	0.21	0.02	.000
	I14	0.14	0.15	0.15	0.18	0.21	0.21	0.23	0.02	.000
	I15	0.29	0.31	0.32	0.37	0.42	0.43	0.44	0.03	.000
Inclusive Climate	Foundation of Equitable Employment Practises	0.06	0.08	0.09	0.13	0.17	0.18	0.19	0.03	.000
	Integration of Differencess	-0.05	-0.04	-0.03	-0.004	0.03	0.03	0.04	0.02	.831
	Inclusion in Decision Makaing	0.11	0.12	0.13	0.17	0.21	0.21	0.23	0.02	.000

Figure 10 and Table 22 display the results for the second second-order confirmatory factor analysis (with the residual variance for integration of differences constrained. Table 23 displays the fit statistics for the second-order confirmatory factor analysis of inclusive climate, along with mean fit statistics from four studies that also used Nishii's (2013) Climate for Inclusion Scale (shortened). All standardized factor loadings, intercept estimates, residual variance, and R^2 estimates for Nishii's (2013) Climate for Inclusion Scale (shortened) are significant ($p < .001$). However, the integration of differences' factor loading, residual variance, and R^2 estimates significance were unable to be assessed. The lack of significance is due to the constraint placed on the integration of differences latent variable to resolve the improper solution found in the first second-order confirmatory factor analysis.

Figure 10

Standardized Factor Loadings for the Second-Order Confirmatory Factor Analysis of the Climate for Inclusion Scale.



Note. FEEP is the Foundation of Equitable Employment Practises, ID is Integration of Differences, and IDM stands for Inclusion in Decision Making. All factor loadings are significant at the .001 level.

*Integration of Differences was constrained due to displaying a non-significant improper solution for its residual variance estimate in the first CFA.

Table 22

Standardized Results for the Second-Order Confirmatory Factor Analysis of the Climate for Inclusion Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
FEEP	I1	0.73	0.03	.000	3.223	0.122	.000	0.461	0.039	.000	0.54	0.04	.000
	I2	0.75	0.03	.000	3.42	0.13	.000	0.43	0.04	.000	0.57	0.04	.000
	I3	0.74	0.03	.000	3.51	0.13	.000	0.45	0.04	.000	0.55	0.04	.000
	I4	0.65	0.03	.000	2.68	0.11	.000	0.58	0.04	.000	0.42	0.04	.000
	I5	0.79	0.02	.000	3.57	0.13	.000	0.38	0.04	.000	0.62	0.04	.000
ID	I6	0.81	0.02	.000	4.12	0.15	.000	0.34	0.03	.000	0.66	0.03	.000
	I7	0.63	0.03	.000	4.52	0.17	.000	0.60	0.04	.000	0.40	0.04	.000
	I8	0.78	0.02	.000	3.52	0.13	.000	0.39	0.03	.000	0.61	0.03	.000
	I9	0.82	0.02	.000	4.79	0.17	.000	0.33	0.03	.000	0.67	0.03	.000
	I10	0.72	0.03	.000	5.02	0.18	.000	0.49	0.04	.000	0.51	0.04	.000
	I11	0.77	0.02	.000	5.02	0.18	.000	0.41	0.04	.000	0.59	0.04	.000
IDM	I12	0.88	0.01	.000	4.31	0.16	.000	0.22	0.02	.000	0.78	0.02	.000
	I13	0.91	0.01	.000	4.18	0.15	.000	0.17	0.02	.000	0.83	0.02	.000
	I14	0.91	0.01	.000	4.06	0.15	.000	0.18	0.02	.000	0.82	0.02	.000
	I15	0.85	0.02	.000	3.52	0.13	.000	0.29	0.03	.000	0.72	0.03	.000
Inclusive Climate	FEEP	0.89	0.02	.000				0.21	0.03	.000	0.79	0.03	.000
	ID	1*	0.00					0.00			1*		
	IDM	0.88	0.02	.000				0.23	0.03	.000	0.77	0.03	.000

Note. FEEP is the Foundation of Equitable Employment Practises, ID is Integration of Differences, and IDM stands for Inclusion in Decision Making

*Integration of differences' variance was constrained due to displaying a non-significant improper solution for its residual variance estimate in the first confirmatory factor analysis.

Table 23

Fit Indices for the Inclusive Climate Second-Order Confirmatory Factor Analysis and Mean Reported Fit Indices Using the Climate for Inclusion Scale.

	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
Inclusive Climate Second Order CFA	456.77	88	.000	0.09	0.10	0.11	0.92	0.91
Comparison Inclusive Climate Fit Estimates[#]	337.09*	137.25			0.05			0.99

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$

[#] 4 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI

Organizational Commitment. Two second-order confirmatory factor analyses were conducted examining the structure and relationships between the latent second order variable of organizational commitment and its latent subscales (Affective, Continuance, and Normative Commitment)

The first second-order confirmatory factor analysis for the data measured by Meyer et al.'s (1993) Organizational Commitment Scale returned an improper solution for the residual variance of the normative commitment subscale (Non-standardized residual variance -13.10, $p = .950$). However, upon investigation this negative residual was found to be non-significant (as seen in Table 24). The non-significance allowed the residual variance of normative commitment to be constrained to zero as suggested by F. Chen et al. (2001), Dillon et al. (1987) and Gerbing and Anderson (1987).

Table 24

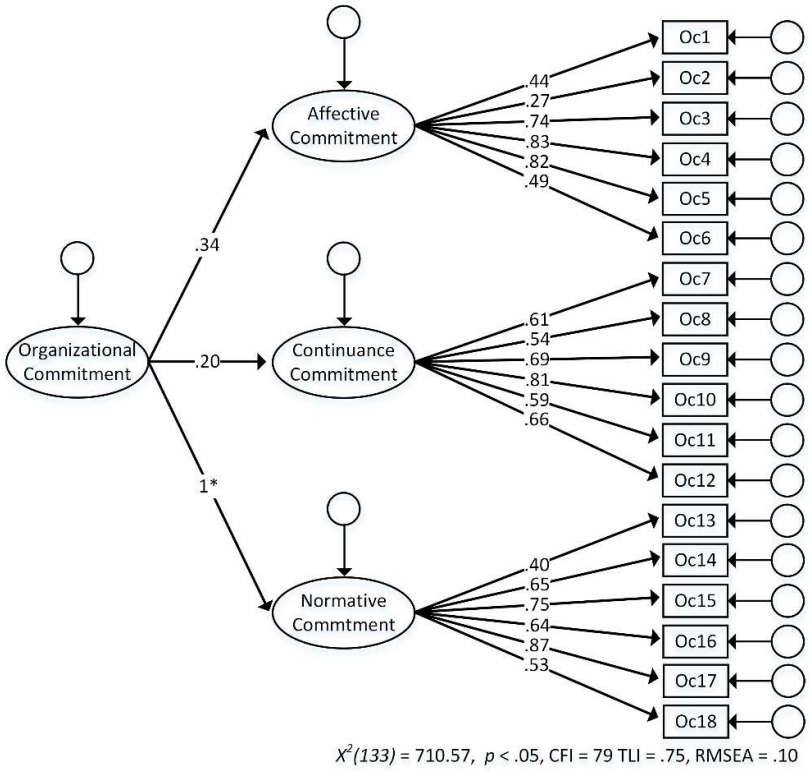
Investigating the Improper Solution Returned in the Second-Order Confirmatory Factor Analysis of the Organizational Commitment Scale.

		Standardized Factor Loadings		Residual Variance Estimates		
Scale	By	Estimate	Sig.	Estimate	*SE*	Sig.
Organizational Commtiment	Affective Commitment	.06	.898	.57	.14	.000
	Continuance Commitment	.06	.898	1.30	.22	.000
	Normative Commitment	3.69	.897	-13.10	210.56	.950

After constraining the improper solution (the negative residual variance for normative commitment), a second second-order confirmatory factor analysis was performed. The results from this CFA are presented in Figure 11 and Table 25, and the fit statistics can be reviewed in Table 26 (with the mean fit statistics from twelve studies included for reference). The second-order factor loadings were significant for the affective and continuance commitment subscales (.34 and .20, $p < .001$), with the continuance commitment subscale factor loading being one due to the constraint used to resolve the improper solution from the first second-order CFA.

Figure 11

Standardized Factor Loadings and the Fit Indices for the Second-Order Confirmatory Factor Analysis of the Organizational Commitment Scale.



* Normative Commitments residual variance was constrained due to displaying a non-significant improper solution in the first confirmatory factor analysis.

Table 25

Standardized Results of the Second-Order Confirmatory Factor Analysis for the Organizational Commitment Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Affective Commitment	Oc1	0.44	0.05	.000	2.97	0.12	.000	0.81	0.04	.000	0.20	0.04	.000
	Oc2	0.27	0.05	.000	2.20	0.09	.000	0.93	0.03	.000	0.07	0.03	0.007
	Oc3	0.74	0.03	.000	3.66	0.14	.000	0.45	0.04	.000	0.55	0.04	.000
	Oc4	0.83	0.02	.000	3.97	0.15	.000	0.31	0.04	.000	0.69	0.04	.000
	Oc5	0.82	0.02	.000	4.02	0.15	.000	0.33	0.04	.000	0.67	0.04	.000
	Oc6	0.49	0.04	.000	3.71	0.14	.000	0.76	0.04	.000	0.24	0.04	.000
Continuance Commitment	Oc7	0.61	0.04	.000	2.23	0.09	.000	0.63	0.05	.000	0.37	0.05	.000
	Oc8	0.54	0.05	.000	2.15	0.09	.000	0.71	0.05	.000	0.29	0.05	.000
	Oc9	0.69	0.04	.000	1.92	0.08	.000	0.52	0.05	.000	0.48	0.05	.000
	Oc10	0.81	0.03	.000	1.74	0.08	.000	0.35	0.05	.000	0.65	0.05	.000
	Oc11	0.59	0.04	.000	1.63	0.08	.000	0.66	0.05	.000	0.34	0.05	.000
	Oc12	0.66	0.04	.000	1.75	0.08	.000	0.56	0.05	.000	0.44	0.05	.000
Normative Commitment	Oc13	0.40	0.05	.000	2.69	0.11	.000	0.84	0.04	.000	0.16	0.04	.000
	Oc14	0.65	0.03	.000	2.30	0.10	.000	0.58	0.04	.000	0.42	0.04	.000
	Oc15	0.75	0.03	.000	2.29	0.10	.000	0.44	0.04	.000	0.56	0.04	.000
	Oc16	0.64	0.04	.000	3.20	0.12	.000	0.59	0.04	.000	0.41	0.04	.000
	Oc17	0.87	0.02	.000	2.84	0.11	.000	0.24	0.04	.000	0.76	0.04	.000
	Oc18	0.53	0.04	.000	2.51	0.10	.000	0.72	0.04	.000	0.29	0.04	.000
Organizational Commitment	AC	0.34	0.05	.000				0.89	0.04	.000	0.11	0.04	.002
	CC	0.20	0.06	.001				0.96	0.02	.000	0.04	0.02	.091
	NC	1*						0*			1*		

*Normative Commitment was constrained due to the results of the investigation of the non-significant improper solution found in the first second-order confirmatory factor analysis.

Table 26

Fit Indices for Second-Order Confirmatory Factor Analysis of Organizational Commitment and Mean Reported Fit Indices Using the Organizational Commitment Scale.

	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
Organizational Commitment Second Order	710.57	133	.000	0.10	0.10	0.11	0.79	0.75
Comparison Organizational Commitment Fit Estimates[#]	536.57*	126.75			0.93		0.81	0.86

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

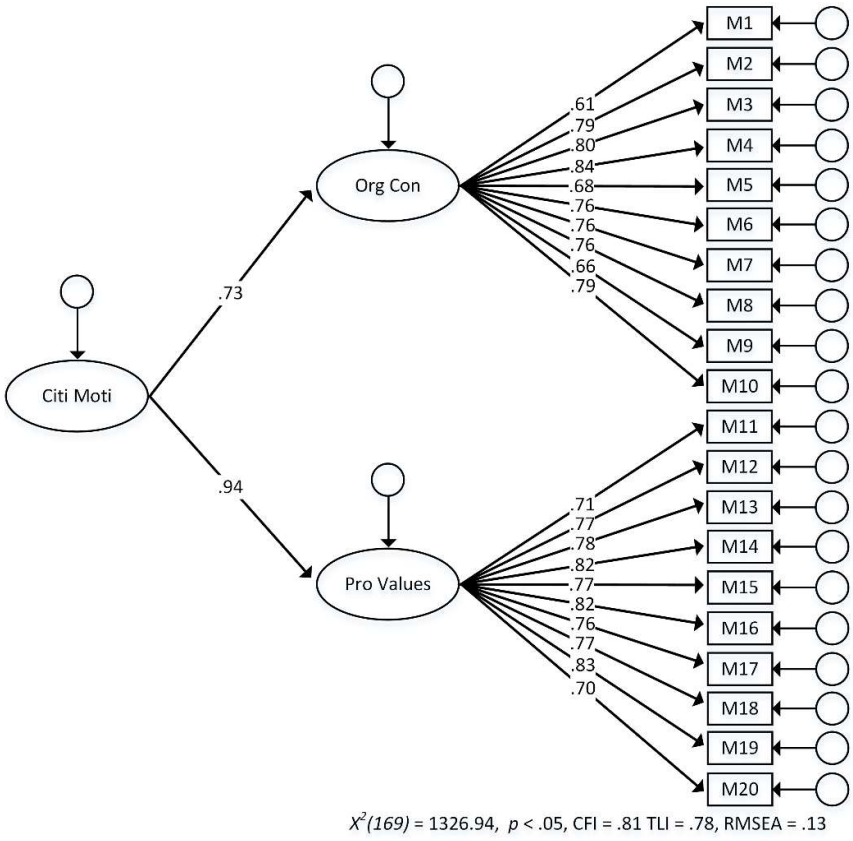
[#] 12 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI.

Citizenship Motivation. The standardized results of the second-order confirmatory factor analysis for citizenship motivation (taking into account the non-significant relationship of the Impression Management subscale found in the first-order confirmatory factor analysis presented in Appendix Q) are presented in Figure 12 and Table 27.

Table 27 highlights that all standardized factor loadings, intercepts, residual variance, and R^2 estimates were significant ($p < .001$). The second order factors had loadings of .73 ($p < .001$) between citizenship motivation and organizational concern, and .94 ($p < .001$) between citizenship motivation and prosocial values. Table 28 displays the fit statistics for the second-order confirmatory factor analysis of citizenship motivation, along with mean fit statistics from four studies that also used Rioux and Penner's (2001) Citizenship Motives Scale.

Figure 12

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis of the Citizenship Motives Scale After the Removal of the Uncorrelated Subscale.



Note. All factor loadings are significant at the .001 level. Abbreviations are Citi Moti = Citizenship Motivation, Org Con = Organizational Concern, and Pro Values = Prosocial Values.

Table 27

Standardized Results of the Second-Order Confirmatory Factor Analysis Results for the Citizenship Motivation Scale After the Removal of the Non-Significantly Related Subscale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Organizational Concern	M1	0.61	0.03	.000	4.26	0.16	.000	0.63	0.04	.000	0.37	0.04	.000
	M2	0.79	0.02	.000	6.29	0.23	.000	0.38	0.03	.000	0.62	0.03	.000
	M3	0.80	0.02	.000	5.07	0.19	.000	0.36	0.03	.000	0.64	0.03	.000
	M4	0.84	0.02	.000	6.16	0.23	.000	0.29	0.03	.000	0.71	0.03	.000
	M5	0.68	0.03	.000	4.45	0.17	.000	0.54	0.04	.000	0.47	0.04	.000
	M6	0.76	0.02	.000	6.28	0.23	.000	0.43	0.04	.000	0.58	0.04	.000
	M7	0.76	0.02	.000	6.34	0.24	.000	0.43	0.04	.000	0.57	0.04	.000
	M8	0.76	0.02	.000	5.83	0.22	.000	0.43	0.04	.000	0.57	0.04	.000
	M9	0.66	0.03	.000	4.38	0.17	.000	0.57	0.04	.000	0.44	0.04	.000
	M10	0.79	0.02	.000	5.21	0.20	.000	0.38	0.03	.000	0.62	0.03	.000
Prosocial Values	M11	0.71	0.03	.000	7.53	0.28	.000	0.49	0.04	.000	0.51	0.04	.000
	M12	0.77	0.02	.000	7.10	0.26	.000	0.41	0.04	.000	0.59	0.04	.000
	M13	0.78	0.02	.000	5.82	0.22	.000	0.39	0.04	.000	0.61	0.04	.000
	M14	0.82	0.02	.000	6.26	0.23	.000	0.32	0.03	.000	0.68	0.03	.000
	M15	0.77	0.02	.000	5.96	0.22	.000	0.40	0.04	.000	0.60	0.04	.000
	M16	0.82	0.02	.000	6.07	0.23	.000	0.32	0.03	.000	0.68	0.03	.000
	M17	0.75	0.03	.000	4.56	0.17	.000	0.43	0.04	.000	0.57	0.04	.000
	M18	0.77	0.02	.000	4.80	0.18	.000	0.41	0.04	.000	0.60	0.04	.000
	M19	0.83	0.02	.000	5.53	0.21	.000	0.31	0.03	.000	0.70	0.03	.000
	M20	0.70	0.03	.000	5.63	0.21	.000	0.51	0.04	.000	0.49	0.04	.000
Citizenship Motivation	Organizational Concern	0.73	0.04	.000			.000	0.47	0.06	.000	0.53	0.06	.000
	Prosocial Values	0.94	0.05	.000			.000	0.11	0.09	.000	0.89	0.09	.000

Table 28

Fit Indices for the Citizenship Motivation Second-Order Confirmatory Factor Analysis (CFA) and Mean Reported Fit Indices Using the Citizenship Motives Scale.

	X^2			90% CI Around RMSEA				
	Estimate	df	Sig.	Lower	Estimate	Upper	CFI	TLI
Citizenship Motivation Second Order CFA	1326.94	169	.000	0.13	0.13	0.14	0.81	0.78
Comparison Citizenship Motivation Fit Estimates[#]	528.10*	237.00			0.08		0.98	0.91

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

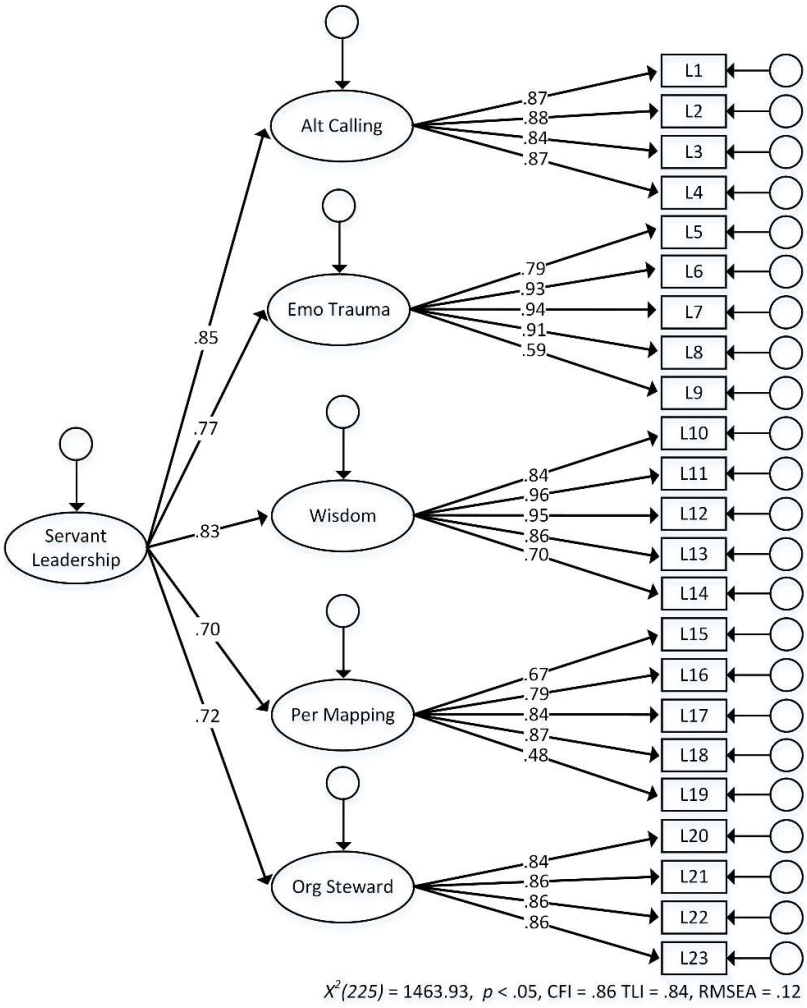
[#] 4 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI.

Servant Leadership. A second-order confirmatory factor analysis was conducted on the data collected by Barbuto Jr and Wheeler's (2006) Servant Leadership Questionnaire. The relationship between the higher order construct (Servant Leadership) and its subscales (Altruistic Calling, Emotional Trauma, Wisdom, Persuasive Mapping, And Organizational Stewardship) are highlighted in Figure 13. Table 29 highlights the fit statistics for the second-order confirmatory factor analysis of servant leadership, along with mean fit statistics from six studies that also used Barbuto Jr and Wheeler's (2006) Servant Leadership Questionnaire.

The standardized factor loadings, intercept, residual variance, and R^2 values were found to be significant at the $p < .001$ level. Table 30 provides further details on these estimates; focusing on estimates, standard errors, and significance.

Figure 13

Standardized Factor Loadings and Fit Indices for the Second-Order Confirmatory Factor Analysis of the Servant Leadership Questionnaire.



Note. All factor loadings are significant at the .001 level. Alt Calling = Altruistic Calling, Emo Trauma = Emotional Trauma, Per Mapping = Persuasive Mapping, and Org Steward = Organizational Stewardship.

Table 29

Fit Indices for the Servant Leadership Second-Order Confirmatory Factor Analysis (CFA) and Mean Reported Fit Indices.

	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
Servant Leadership Second-Order CFA	1307.9	370	.000	0.11	0.12	0.12	0.88	0.84
Comparison Servant Leadership Fit Estimates[#]	655.69*	220			0.25		0.98	

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

[#] 6 studies reported fit indices that were used to calculate the means for the X^2, RMSEA, CFI, and TLI.

Table 30

Standardized Results of the Second-Order Confirmatory Factor Analysis for the Servant Leadership Questionnaire.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruistic Calling	L1	0.87	0.02	.000	3.12	0.12	.000	0.25	0.03	.000	0.75	0.03	.000
	L2	0.88	0.01	.000	3.23	0.13	.000	0.23	0.03	.000	0.77	0.03	.000
	L3	0.84	0.02	.000	2.76	0.11	.000	0.29	0.03	.000	0.71	0.03	.000
	L4	0.87	0.02	.000	2.95	0.12	.000	0.25	0.03	.000	0.75	0.03	.000
Emotional Trauma	L5	0.79	0.02	.000	2.66	0.11	.000	0.38	0.03	.000	0.62	0.03	.000
	L6	0.93	0.01	.000	2.53	0.10	.000	0.14	0.02	.000	0.87	0.02	.000
	L7	0.94	0.01	.000	2.48	0.10	.000	0.11	0.02	.000	0.89	0.02	.000
	L8	0.91	0.01	.000	2.51	0.10	.000	0.17	0.02	.000	0.83	0.02	.000
	L9	0.59	0.03	.000	3.60	0.14	.000	0.65	0.04	.000	0.35	0.04	.000
Wisdom	L10	0.84	0.02	.000	3.48	0.13	.000	0.30	0.03	.000	0.70	0.03	.000
	L11	0.96	0.01	.000	3.38	0.13	.000	0.09	0.01	.000	0.91	0.01	.000
	L12	0.95	0.01	.000	3.47	0.13	.000	0.09	0.01	.000	0.91	0.01	.000
	L13	0.86	0.01	.000	3.31	0.13	.000	0.26	0.03	.000	0.74	0.03	.000
	L14	0.70	0.03	.000	3.58	0.14	.000	0.52	0.04	.000	0.49	0.04	.000
Persuasive Mapping	L15	0.67	0.03	.000	3.06	0.12	.000	0.55	0.05	.000	0.45	0.05	.000
	L16	0.79	0.02	.000	3.22	0.13	.000	0.38	0.04	.000	0.62	0.04	.000
	L17	0.84	0.02	.000	3.72	0.14	.000	0.30	0.04	.000	0.71	0.04	.000
	L18	0.87	0.02	.000	3.13	0.12	.000	0.24	0.03	.000	0.76	0.03	.000
	L19	0.48	0.04	.000	4.11	0.16	.000	0.77	0.04	.000	0.23	0.04	.000
Organizational Stewardshi	L20	0.84	0.02	.000	4.52	0.17	.000	0.30	0.03	.000	0.70	0.03	.000
	L21	0.86	0.02	.000	5.49	0.21	.000	0.27	0.03	.000	0.73	0.03	.000
	L22	0.86	0.02	.000	4.29	0.16	.000	0.27	0.03	.000	0.73	0.03	.000
	L23	0.86	0.02	.000	4.47	0.17	.000	0.27	0.03	.000	0.73	0.03	.000
Servant Leadership	Altruistic Calling	0.85	0.02	.000	0.27	0.04	.000				0.73	0.04	.000
	Emotional Trauma	0.77	0.03	.000	0.41	0.04	.000				0.59	0.04	.000
	Wisdom	0.83	0.02	.000	0.31	0.04	.000				0.69	0.04	.000
	Persuasive Mapping	0.70	0.04	.000	0.51	0.05	.000				0.49	0.05	.000
	Organizational Stewardship	0.72	0.03	.000	0.48	0.05	.000				0.52	0.05	.000

Compensation Satisfaction. M. L. Williams, Brower, Ford, Williams, & Carraher's (2008) Comprehensive Compensation Satisfaction Questionnaire (CCSQ) was analysed by a second-order confirmatory factor analysis. Table 31 displays the fit indices for the Comprehensive Compensation Satisfaction Questionnaire (CCSQ) from the second-order confirmatory factor analysis, along with the fit statistics from one other study for comparative purposes. Figure 14 presents a visual representation of the factor loadings between individual items and subscales (ranging between .72 - .99, $p < .001$), as well as factor loadings between the subscales and the latent variable of compensation satisfaction (from .73 - .84, $p < .001$).

Further detail on the relationships presented in Figure 14 can be seen in Table 32. Table 32 provides details on the standardized factor loadings, intercept, residual variance, and the R^2 estimates. All of the estimates for the second-order confirmatory factor analysis of the Compensation Satisfaction Questionnaire were significant at the $p < .001$ level.

Table 31

Fit Indices for the Compensation Satisfaction Second-Order Confirmatory Factor Analysis and Mean Reported Fit Indices Using the Comprehensive Compensation Satisfaction Questionnaire.

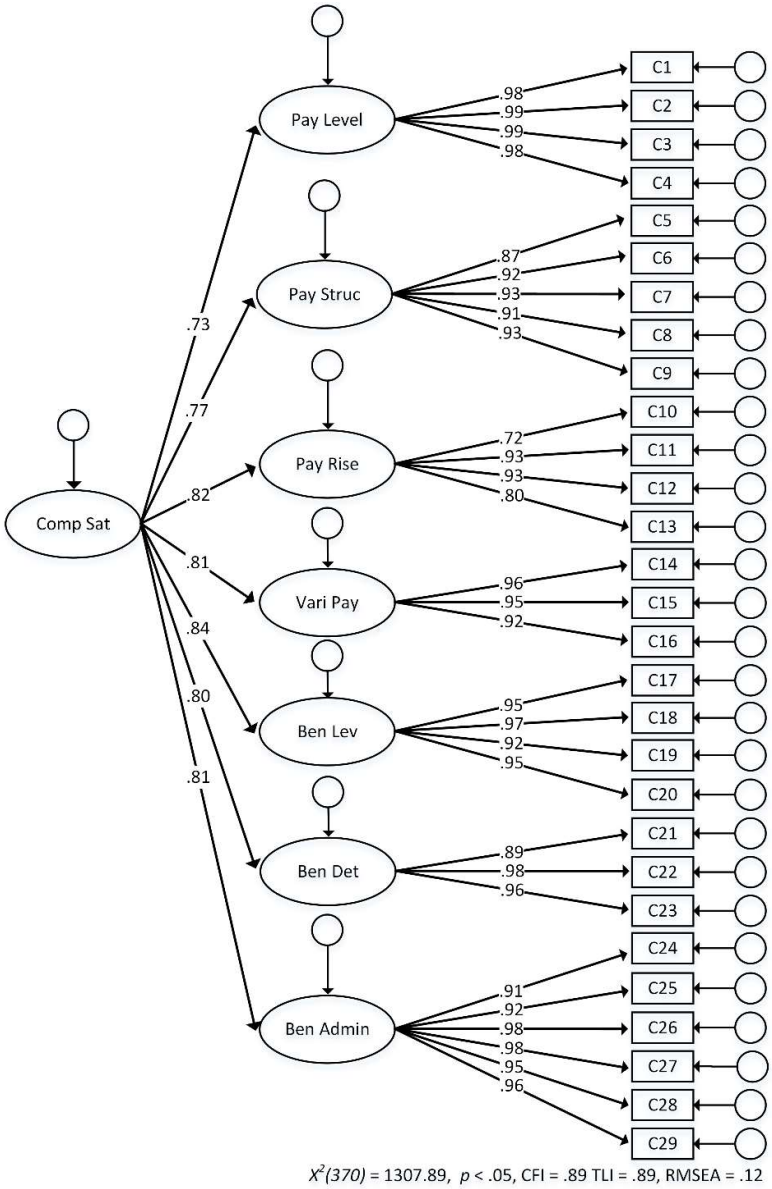
	X^2			90% CI Around RMSEA				
	Estimate	*df*	Sig.	Lower	Estimate	Upper	CFI	TLI
Compensation Satisfaction Second Order	1307.89	370	.000	0.11	0.12	0.12	0.89	0.88
Comparison Compensation Satisfaction Fit Estimates[#]	866.78*	356.00			0.06			0.98

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

[#] 1 study reported fit indices that were included for this comparison.

Figure 14

Standardized Factor Loadings for the Second-Order Confirmatory Factor Analysis of the Comprehensive Compensation Satisfaction Questionnaire.



Note. All factor loadings are significant at the .001 level. Abbreviations: Pay Level is Pay Level Satisfaction, Pay Struc is Pay Structure Satisfaction, Pay Rise is Pay Rise Satisfaction, Vari Pay is Variable Pay Procedures Satisfaction, Ben Lev is Benefit Level Satisfaction, Ben Det is Benefit Determination Satisfaction, Ben Admin is, and Comp Sat is Compensation Satisfaction.

Table 32

The Comprehensive Compensation Satisfaction Questionnaire's Standardized Second-Order Confirmatory Factor Analysis Results.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Pay Level Satisfaction	C1	0.98	0.00	.000	2.36	0.14	.000	0.05	0.01	.000	0.95	0.01	.000
	C2	0.99	0.00	.000	2.35	0.14	.000	0.03	0.01	.000	0.97	0.01	.000
	C3	0.99	0.00	.000	2.32	0.14	.000	0.03	0.01	.000	0.97	0.01	.000
	C4	0.98	0.00	.000	2.38	0.14	.000	0.05	0.01	.000	0.95	0.01	.000
Pay Structure Satisfaction	C5	0.87	0.02	.000	2.40	0.15	.000	0.24	0.03	.000	0.77	0.03	.000
	C6	0.92	0.01	.000	2.44	0.15	.000	0.16	0.03	.000	0.84	0.03	.000
	C7	0.93	0.01	.000	2.41	0.15	.000	0.14	0.02	.000	0.86	0.02	.000
	C8	0.91	0.02	.000	2.29	0.14	.000	0.17	0.03	.000	0.83	0.03	.000
	C9	0.93	0.01	.000	2.29	0.14	.000	0.14	0.02	.000	0.86	0.02	.000
Pay Rise Satisfaction	C10	0.72	0.04	.000	2.19	0.14	.000	0.48	0.06	.000	0.52	0.06	.000
	C11	0.93	0.01	.000	2.07	0.13	.000	0.14	0.03	.000	0.87	0.03	.000
	C12	0.93	0.01	.000	2.03	0.13	.000	0.13	0.03	.000	0.87	0.03	.000
	C13	0.80	0.03	.000	2.11	0.13	.000	0.36	0.05	.000	0.64	0.05	.000
Variable Pay Procedures Satisfaction	C14	0.96	0.01	.000	1.90	0.12	.000	0.08	0.02	.000	0.92	0.02	.000
	C15	0.95	0.01	.000	1.96	0.13	.000	0.09	0.02	.000	0.91	0.02	.000
	C16	0.92	0.01	.000	1.95	0.13	.000	0.15	0.03	.000	0.85	0.03	.000
Benefit Level Satisfaction	C17	0.95	0.01	.000	2.01	0.13	.000	0.11	0.02	.000	0.89	0.02	.000
	C18	0.97	0.01	.000	1.98	0.13	.000	0.06	0.01	.000	0.95	0.01	.000
	C19	0.92	0.01	.000	2.00	0.13	.000	0.15	0.02	.000	0.85	0.02	.000
	C20	0.95	0.01	.000	2.00	0.13	.000	0.11	0.02	.000	0.89	0.02	.000
Benefit Determination Satisfaction	C21	0.89	0.02	.000	2.22	0.14	.000	0.20	0.03	.000	0.80	0.03	.000
	C22	0.98	0.01	.000	2.11	0.13	.000	0.05	0.01	.000	0.95	0.01	.000
	C23	0.96	0.01	.000	2.10	0.13	.000	0.08	0.02	.000	0.92	0.02	.000
Benefit Administration Satisfaction	C24	0.91	0.01	.000	2.10	0.13	.000	0.16	0.02	.000	0.84	0.02	.000
	C25	0.92	0.01	.000	2.13	0.14	.000	0.15	0.02	.000	0.85	0.02	.000
	C26	0.98	0.00	.000	2.05	0.13	.000	0.03	0.01	.000	0.97	0.01	.000
	C27	0.98	0.00	.000	2.08	0.13	.000	0.03	0.01	.000	0.97	0.01	.000
	C28	0.95	0.01	.000	2.03	0.13	.000	0.09	0.02	.000	0.91	0.02	.000
	C29	0.96	0.01	.000	2.05	0.13	.000	0.08	0.01	.000	0.92	0.01	.000
Compensation Satisfaction	Pay Level Satisfaction	0.73	0.04	.000				0.47	0.06	.000	0.53	0.06	.000
	Pay Structure Satisfaction	0.77	0.04	.000				0.40	0.06	.000	0.60	0.06	.000
	Pay Rise Satisfaction	0.82	0.03	.000				0.33	0.06	.000	0.67	0.06	.000
	Variable Pay Procedures Satisfaction	0.81	0.03	.000				0.34	0.05	.000	0.66	0.05	.000
	Benefit Level Satisfaction	0.84	0.03	.000				0.30	0.05	.000	0.70	0.05	.000
	Benefit Determination Satisfaction	0.80	0.04	.000				0.36	0.06	.000	0.64	0.06	.000
	Benefit Administration Satisfaction	0.81	0.03	.000				0.34	0.05	.000	0.66	0.05	.000

Comparison Between Fit Indices Found in the Literature and Fit Indices Found in the Current Thesis. Table 33 presents fit indices found in literature that used the same measures as the current study (articles included in this table are highlight by an octothorpe in the reference list), and Table 34 displays the fit statistics found in this thesis' confirmatory factor analyses. Tables 33 and 34 allow for the comparison of fit indices between studies to aid with the interpretation of the fit indices. When examining the fit indices of the current study's measurement instruments, all had significant chi-square tests, with the RMSEA values ranging between 0.0 to 0.17, and with CFI and TLI values sitting between 0.85 to 1.00. When compared to the comparison values drawn from the literature, this thesis' fit indices are similar. Not all the studies that the comparison fit indices were drawn from reported chi-square statistics, but those that did all had significant results. The RMSEA estimates for the comparison studies ranged between 0.08 to 0.93, with the CFI values sitting between 0.81 and 0.98 and the TLI values ranging between 0.86 and 0.99.

When assessing the fit statistics presented in Tables 33 and 34 against the criteria outlined in the method section, there is evidence of adequate fit when the CFI and TLI exceed 0.90, the X^2 is non-significant, and the RMSEA is lower than 0.08 (Byrne, 2016; Kaplan, 2008; Kline, 2011). The chi-square test statistics are significant for all variables, and the engagement, time demands, and inclusive climate measures all had CFI values above 0.90, whilst the inclusive climate scale had a TLI value above 0.90.

Table 33

Fit Indices for Comparison: Indices Found in the Literature from Research Using the Same Measures as the Current Study for Each of the Variables of Interest.

	n	X^2	*df*	RMSEA	CFI	TLI
Organizational Citizenship Behaviour	10	428.25*	146.85	0.19	0.93	0.88
Organizational Citizenship Behaviour - Individual						
Organizational Citizenship Behaviour - Organizational						
Engagement	13	524.88*	45.6	0.14	0.97	0.99
Burnout	9	2660.94*	360.22	0.11	0.89	0.88
Time Demands						
Job Security						
Inclusive Climate	4	337.09*	137.25	0.05		0.99
Organizational Commitment	12	536.57*	126.75	0.93	0.81	0.86
Citizenship Motivation	4	528.10*	237	0.08	0.98	0.91
Servant Leadership	6	655.69*	220	0.25	0.98	0.98
Compensation Satisfaction	1	866.78*	356	0.06		0.98

*Not all studies reported the significance of the X^2 test. Of those that did, all X^2 statistics were significant at the $p < .05$ level.

Note. The comparison fit indices were all averaged apart from the indices for Compensation Satisfaction.
Note. The Organizational Citizenship Behaviour - Individual and Organizational measure, the Psychological Time Demands Scale, and the Job Security Scale did not have published fit indices available for inclusion in the comparison fit indices component of this table.

Table 34

Fit Indices for Comparison: Fit Indices Found by Confirmatory Factor Analysis in the Current Study for Each Variable of Interest.

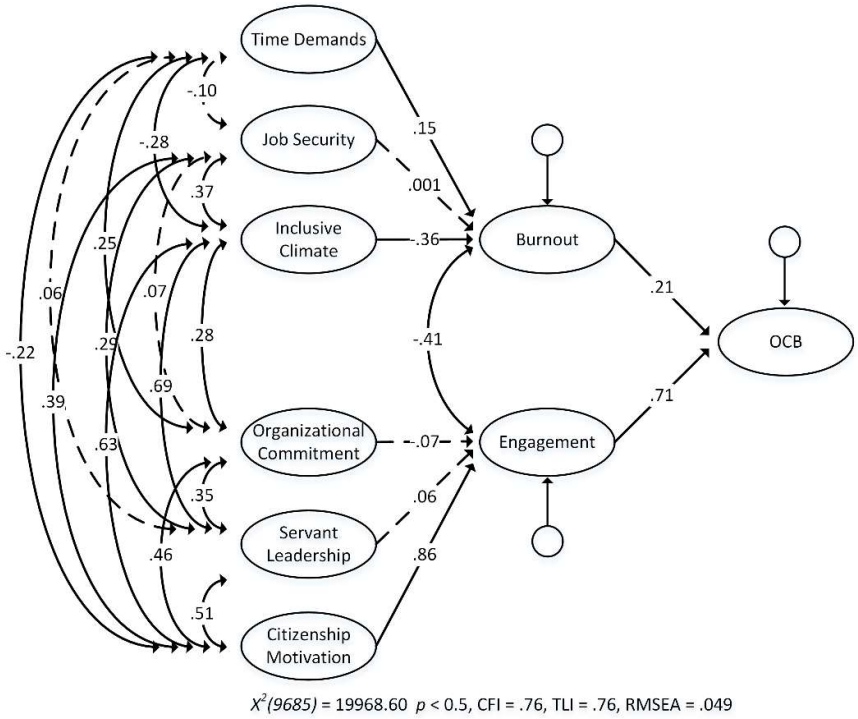
	X^2			95% CI Around RMSEA					
	Estimate	*df*	Sig.	Lower	Estimate	Upper	Sig.	CFI	TLI
Organizational Citizenship Behaviour	923.83	247	.000	0.07	0.08	0.08	.000	0.87	0.85
Organizational Citizenship Behaviour - Individual	345.45	35	.000	0.13	0.14	0.16	.000	0.87	0.87
Organizational Citizenship Behaviour - Organizational	430.13	74	.000	0.10	0.10	0.12	.000	0.85	0.81
Engagement	231.45	24	.000	0.13	0.14	0.16	.000	0.92	0.89
Burnout	659.29	102	.000	0.11	0.12	0.13	.000	0.84	0.82
Time Demands	64.40	9	.000	0.09	0.12	0.15	.000	0.94	0.89
Job Security	451.54	35	.000	0.15	0.17	0.18	.000	0.84	0.79
Inclusive Climate	456.77	88	.000	0.09	0.10	0.11	.000	0.92	0.91
Organizational Commitment	710.57	133	.000	0.10	0.10	0.11	.000	0.79	0.75
Citizenship Motivation	1326.94	169	.000	0.13	0.13	0.14	.000	0.81	0.78
Servant Leadership	1463.93	225	.000	0.11	0.12	0.12	.000	0.86	0.84
Compensation Satisfaction	1307.89	370	.000	0.11	0.12	0.12	.000	0.89	0.88

4.4.2 Structural Equation Modelling

Theoretical Model. The structural equation modelling results for the proposed model (Model 1 Figure 2) for understanding organizational citizenship are presented in Figure 15, and Tables 35 and 36. The significant factor loadings range in size from -.36 (Inclusive Climate – Burnout, $p < .001$) to .86 (Citizenship Motivation – Engagement, $p < .001$). There is a negative relationship present between Engagement and Burnout (r = -.41. $p < .001$). The fit statistics for the structural equation model in Figure 16 are: $X^2(9685)$ = 19968.60, $p < .05$, CFI = .76, TLI = .76, and RMSEA = .049, 90% CI (.048 – .050).

Figure 15

Standardized Estimates (Factor Loadings and Correlations) and Fit Statistics for Model 1 of the Correlates to Organizational Citizenship Behaviour.



Note. Significant estimates are represented by solid lines and non-significant estimates by dashed lines.

Table 35

The Standardized Estimates of the Factor Loadings for Model 1 of the Correlates to Organizational Citizenship Behaviour (OCB).

	On	Estimate	*SE*	Sig.
Engagement	OCB	.71	0.043	.000
Burnout	OCB	.21	0.054	.000
Time Demands	Burnout	.15	0.054	.007
Job Security	Burnout	.00	0.053	.980
Inclusive Climate	Burnout	-.36	0.054	.000
Organizational Commitment	Engagement	-.07	0.049	.130
Citizenship Motivation	Engagement	.83	0.052	.000
Servant Leadership	Engagement	.06	0.052	.264

Table 36

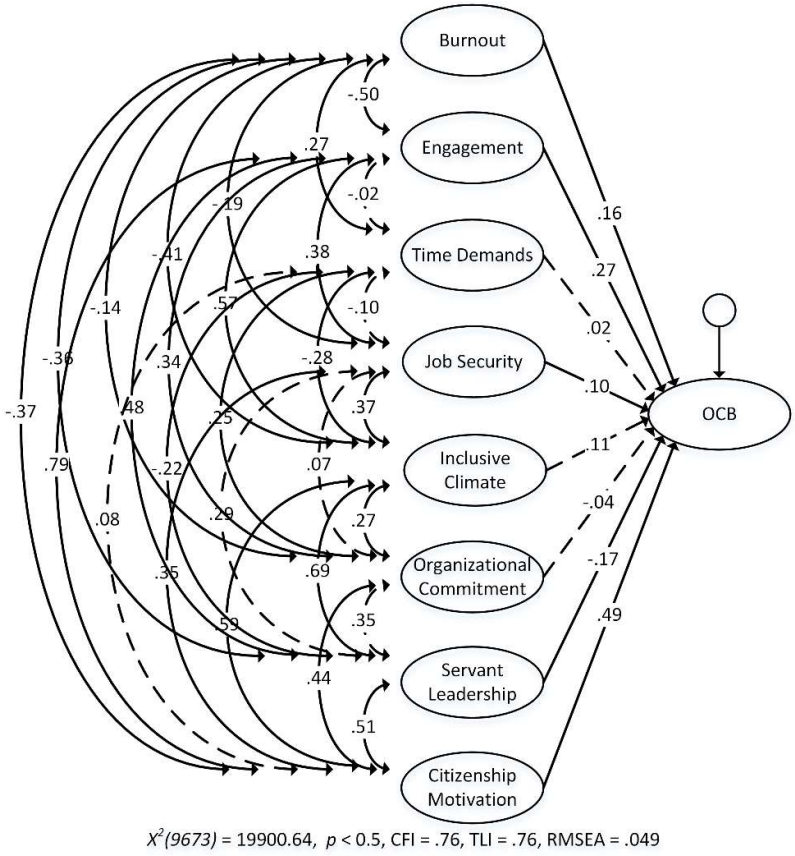
Correlations Between Latent Variables in Model 1 of the Correlates to Organizational Citizenship Behaviour.

	With	*r*	*SE*	Sig.
Engagement	Burnout	-.41	0.07	.000
Citizenship Motivation	Organizational Commitment	.46	0.05	.000
Servant Leadership	Organizational Commitment	.35	0.05	.000
Servant Leadership	Citizenship Motivation	.51	0.05	.000
Time Demands	Organizational Commitment	.25	0.06	.000
Time Demands	Citizenship Motivation	.06	0.06	.306
Time Demands	Servant Leadership	-.22	0.06	.000
Job Security	Organizational Commitment	.07	0.06	.228
Job Security	Citizenship Motivation	.34	0.05	.000
Job Security	Servant Leadership	.29	0.05	.000
Job Security	Time Demands	-.10	0.05	.059
Inclusive Climate	Organizational Commitment	.28	0.05	.000
Inclusive Climate	Citizenship Motivation	.63	0.04	.000
Inclusive Climate	Servant Leadership	.69	0.03	.000
Inclusive Climate	Time Demands	-.28	0.05	.000
Inclusive Climate	Job Security	.37	0.05	.000

Alternative Model. The results of assessing the relationships between the latent variables in the alternative model (Model 2, Figure 2) are shown in Figure 16, and Tables 37 and 38. There were three non-significant factor loadings found: organizational commitment and organizational citizenship behaviour, time demands and organizational citizenship behaviour, and inclusive climate and organizational citizenship behaviour. There were five significant paths between: servant leadership – organizational citizenship behaviour, citizenship motivation – organizational citizenship behaviour, engagement– organizational citizenship behaviour, burnout– organizational citizenship behaviour, and job security– organizational citizenship behaviour. The paths between these constructs ranged from -.17 to .49 ($p < .05$), as seen in Figure 16. The fit statistics for the alternative model were: $X^2(9673)$ = 19900.64, $p < .05$, CFI = .76, TLI = .76, and RMSEA = .049, 90% CI (.048 – .050).

Figure 16

Standardized Estimates (Factor Loadings and Correlations) and Fit Statistics for Model 2: The Alternative Model of Correlates to Organizational Citizenship Behaviour (OCB).



$X^2(9673) = 19900.64$, $p < 0.5$, CFI = .76, TLI = .76, RMSEA = .049

Note: Significant estimates are represented by solid lines and non-significant estimates by dashed lines.

Table 37

The Standardized Estimates of the Factor Loadings for Model 2: The Alternative Model of Correlates to Organizational Citizenship Behaviour (OCB).

	On	Estimate	*SE*	Sig.
Engagement	OCB	.27	0.11	.010
Burnout	OCB	.16	0.06	.008
Time Demands	OCB	.02	0.06	.764
Job Security	OCB	.10	0.05	.034
Inclusive Climate	OCB	.11	0.08	.186
Organizational Commitment	OCB	-.04	0.06	.454
Citizenship Motivation	OCB	.49	0.11	.000
Servant Leadership	OCB	-.17	0.07	.020

Table 38

Correlations Between Latent Variables in Model 2: The Alternative Model of Correlates to Organizational Citizenship Behaviour (OCB).

	With	*r*	*SE*	Sig.
Burnout	Engagement	-.50	0.04	.000
Organizational Commitment	Engagement	.34	0.05	.000
Organizational Commitment	Burnout	-.14	0.06	.013
Citizenship Motivation	Engagement	.79	0.03	.000
Citizenship Motivation	Burnout	-.37	0.05	.000
Citizenship Motivation	Organizational Commitment	.44	0.05	.000
Servant Leadership	Engagement	.48	0.05	.000
Servant Leadership	Burnout	-.36	0.05	.000
Servant Leadership	Organizational Commitment	.35	0.05	.000
Servant Leadership	Citizenship Motivation	.51	0.05	.000
Time Demands	Engagement	-.02	0.06	.779
Time Demands	Burnout	.27	0.05	.000
Time Demands	Organizational Commitment	.25	0.06	.000
Time Demands	Citizenship Motivation	.08	0.06	.153
Time Demands	Servant Leadership	-.22	0.06	.000
Job Security	Engagement	.38	0.05	.000
Job Security	Burnout	-.19	0.05	.000
Job Security	Organizational Commitment	.07	0.06	.218
Job Security	Citizenship Motivation	.35	0.05	.000
Job Security	Servant Leadership	.29	0.05	.000
Job Security	Time Demands	-.10	0.05	.057
Inclusive Climate	Engagement	.57	0.04	.000
Inclusive Climate	Burnout	-.41	0.05	.000
Inclusive Climate	Organizational Commitment	.28	0.05	.000
Inclusive Climate	Citizenship Motivation	.59	0.04	.000
Inclusive Climate	Servant Leadership	.69	0.03	.000
Inclusive Climate	Time Demands	-.28	0.05	.000
Inclusive Climate	Job Security	.37	0.05	.000

4.4.3 Summary: Structural Equation Modelling

Both the theoretical model (Model 1 Figure 2) and the alternative (Model 2 Figure 2) returned very similar fit indices from the two-stage structural equation modelling, as can be seen in Figures 15 and 17. When looking at the path estimates between the latent variables,

the theoretical model (Model 1 Figure 2) found evidence of stronger relationships compared to the alternative model (Model 2 Figure 2). Therefore, the stronger paths between latent variables suggest that the theoretical model is a more accurate representation of the correlates to organizational citizenship behaviour in the civil society sector.

5 Study Two Methodology

5.1 Meta-Analytic Refinement of the Correlates to Organizational Citizenship Behaviour in the Wider For-Profit Sector

5.1.1 Meta-Analysis

In Study Two, the one stage meta-analytic structural equation modelling approach (OSMASEM) was used to test both the theoretically derived model and the alternative model (M. W. L. Cheung, 2021; Jak & Cheung, 2020; Jak et al., 2020).

Meta-analytic structural equation modelling refers to the fitting of structural equation models to meta-analytic data. Conceptually, one-stage meta-analytic structural equation modelling is a combination of structural equation modelling and random effects multivariate meta-analysis of correlation coefficients (Jak & Cheung, 2020; Jak et al., 2020). One-stage meta-analytic structural equation modelling is the best technique when trying to test a structural equation model on the averaged correlations between research variables from multiple independent studies (Jak et al., 2020).

One-stage meta-analytic structural equation modelling treats the correlation coefficients between variables of interest as the “variables”, and the studies they are drawn

from as the “subjects”. If there is any missing data, it is handled by using full information maximum likelihood in the analysis (Jak & Cheung, 2020; Jak et al., 2020).

As explained by Jak et al. (2020) and Jak and Cheung (2020), one-stage meta-analytic structural equation modelling uses a random effects technique, where it is assumed that every study included has its own specific population correlation matrix. Differences between the population correlation matrices are modelled by estimating a matrix with between study variances/covariances. These variances are estimated using a model matrix (Tau^2), which is usually diagonal, resulting in covariances that are assumed to be zero. The structural equation model of interest is imposed on the across studies average population correlation matrix (Jak & Cheung, 2020; Jak et al., 2020). Due to the use of correlation matrices, the variances of all exogenous variables are fixed to 1 (Jak & Cheung, 2020; Jak et al., 2020).

Jak et al. (2020) developed the webMASEM shiny application to allow researchers who are not accustomed to working with R (software and packages) to perform meta-analytic structural equation modelling. The webMASEM application was created using the package shiny (Version 1.4.02; Chang, Cheng, Allaire, Xie, & McPherson, 2017), which gives the ability to create web applications that interact with R (R Core Team, 2020). To do the one stage meta-analytic structural equation modelling analysis, the webMASEM application uses functions from the metaSEM package (Version 1.2.4; M. W. L. Cheung, 2015). The model diagrams are creating using semPLOT (Version 1.1.2; Epskamp, 2015).

5.1.2 Literature Search

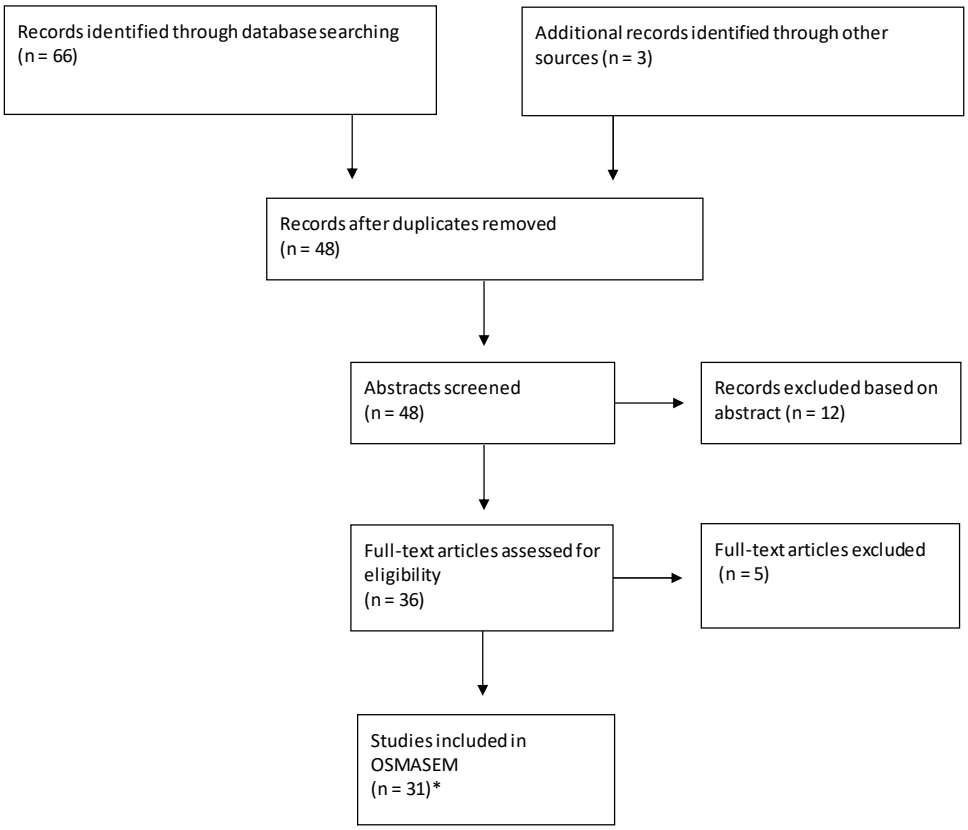
The Massey University Discover search engine (provided by EBSCO) and Google Scholar were used to search for articles. The search terms were “Organizational Citizenship Behaviour”, “Burnout”,” Engagement”, “Positive”, “Negative”, “Job”, “Attitudes”, “Demands”, and “Resources”. The search was limited to work from 2011 to 2020 to capture an up-to-date view on organizations in the literature.

5.1.3 Inclusion and Coding Criteria

Empirical studies were included in the meta-analysis if they fit 3 criteria: 1) each study needed to report at least one correlation between organizational citizenship behaviour, engagement, burnout, and a variable that could be classed as a job attitude. When a study reported a correlation between a construct of interest and multiple measures of organizational citizenship behaviour (individual and organizational) the effect sizes were averaged together (S. F. Cheung & Chan, 2008), 2) each study needed to be in English, and 3) each study was a primary research article, not a meta-analysis. If a study had more than one independent sample that examined the variables of interest, each sample’s data was included in the meta-analysis. Refer to Figure 17 for a step-by-step explanation of the inclusion/exclusion process for the meta-analysis.

Figure 17

Flowchart Detailing the Inclusion and Exclusion Process for the One Stage Meta Analytical Structural Equation Model Process. Displaying The Number of Articles Included and Excluded at Each Stage of the Meta-Analysis Data Collection Process.



* 1 study had 3 independent samples and 1 study had 2 independent samples. Resulting in 34 independent samples used in the OSMASEM

Articles were coded based on the year they were published, the journal they were published in, the country the research was conducted in, the type of organization that the sample was drawn from, the sample size, the demographics of the sample; gender (% male and female) and age (mean and standard deviation), the operationalization of organizational citizenship behaviour, engagement, burnout, and the type of job attitude (either positive or

negative). If a study did not explicitly state what the authors hypothesized job attitudes were classed as (either positive or negative), the variables were either classed as a positive or negative job attitude by the researcher.

The criteria used to classify variables as either positive or negative job attitudes was twofold. Firstly, negative job attitudes were classed as the aspects of an employee's role that created feelings of negative physical and psychological effort (van Woerkom, Bakker, & Nishii, 2016). Secondly, positive job attitudes were viewed as attitudes that were functional in achieving work goals, reducing negative workplace pressures, and stimulating personal growth and development (Bakker & Demerouti, 2007; Demerouti & Bakker, 2011; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). To give an objective indication of study quality the impact factor (as calculated by Clarivate Analytics), scimago journal ranking (SJR) (SCImago, n.d.), and the H index (accessed via Google Scholar's metrics search function) were reported. Table 39 presents an overview of the characteristics of the studies and individual samples included in the meta-analysis.

Table 39

Characteristics of Studies Included in the Meta-Analysis.

			Gender	Age							
Author	Year	*n*	% male	*M*	*SD*	Organization Type	Country	Journal	Impact Factor	SJR	H Index
Adil, Kamal, & Shujja	2019	500		31.79	6.17	Higher Education	Pakistan	Journal of Behavioural Sciences			
Birkeland & Buch	2015	385	24	45.00		Healthcare and Service	Norway	Motivation & Emotion	1.88	1.12	79
Brennan	2017	108	26			Higher Education	Ireland	Unpublished Phd Thesis			
Britt et al.	2012	238	47	43.20		University	United States	Journal of Applied Social Psychology	1.54	0.84	104
Chen & Chen	2013	339	7			Aviation	Taiwan	Tourism Management	7.43	3.07	179
Chen & Kau	2011	305	11			Aviation	Taiwan	Tourism Management	7.43	3.07	179
Cheng, Hong, & Yang	2018	375	8			Airline	China	Journal of Air Transport Management	2.81	1.21	67
Cheung & Lun	2015	262	31	34.40	8.09	Education	Chima	The Journal of General Psychology	0.41	0.30	44
Demerouti, Bakker, & Halbesleben	2015	95	63			Various	Netherlands	Journal of Occupational Health Psychology	7.37	4.19	113
Demirtas	2015	418	71	42.36		Logistics	Turkey	Journal of Business Ethics	4.14	1.97	168
Du Plooy & Roodt	2013	2429	63			ICT	South Africa	Journal of Business Research	4.87	1.87	179
Eissa	2020	150	39	32.48	12.40	Various	USA	Journal of Public Administration Research & Theory	3.29	3.32	105
Eldor	2018	166	25	44.35	10.42	Government Department	Israel	Journal of Personality Assessment	2.19	1.22	95
Gillet et al.	2020	523	46	35.79	11.16	Various	France	The Gerontologist	3.29	1.51	129
Ginsburg et al.	2016	306	5			Healthcare	Canada	Chinese Management Studies	1.04	0.29	21
Guan & Frenkel	2018	455	65			Manufacturing	China	Journal of Organizational Behavior	5.00	3.61	164
*Halbesleben & Wheeler	2011	199	36	39.18	12.34	Various	United States	Journal of Organizational Behaviour	5.00	3.61	164

Note. Blanks in this table represent information that was either omitted by the authors, included in a formatted not suitable for comparison, or was unable to be accessed

*These studies had more than one independent sample, so each sample was included in the One Stage Meta Analytical Structural Equation Model

Table 39 Continued

			Gender	Age							
Author	Year	*n*	% male	*M*	*SD*	Organization Type	Country	Journal	Impact Factor	SJR	H Index
*Halbesleben & Wheeler	2011	155	40	37.52	12.35	Various	United States	Journal of Applied Psychology	5.85	6.42	269
*Halbesleben, Harvey, & Bolino	2009	80	98	39.23	4.03	Emergency	United States	Journal of Applied Psychology	5.85	6.42	269
*Halbesleben, Harvey, & Bolino	2009	513	40	37.98	11.11	Various	United States	Journal of Applied Psychology	5.85	6.42	269
*Halbesleben, Harvey, & Bolino	2009	251	12	31.90	11.31	Hairstylists	United States	The Journal of Psychology	1.55	0.66	58
Horn et al.	2015	243	27			Various		SA Journal of Industrial Psychology		0.40	17
Karatepe	2013	231	45			Hotels	Iran	International Journal of Contemporary Hospitality Management	5.67	2.20	76
Ko et al.	2018	330	58	37.70	8.91	Sales	South korea	Sustainability	2.58	0.58	68
Lambert et al.	2012	160	59			Corrections	United States	Criminal Justice and Behavior	1.52	1.28	90
Lavy & Littman-Ovadia	2017	1095	81	41.30	11.39	Varius	Various	Journal of Career Development	1.47	0.56	41
Lehmann-Willenbrock, Allen, & Belyeu	2016	440	50	37.20				Management Research Review		0.51	47
Lin & Liu	2017	223	37			Banking	Taiwan	Personnel Review	2.07	0.84	67
Pecino et al.	2018	404	52			University	Spain	PLoS ONE	2.74	1.02	300
Soane	2012	278	91	39.88	10.56	Manufacturing	United Kingdom	Human Resource Development International		0.46	45
Sulea	2012	258	48	38.55	10.21	Various	Romania	Career Development International	2.32	1.05	56
Tims, Bakker, & Derks	2015	288	83	45.19	8.71	Manufacturing	Netherlands	European Journal of Work and Organizational Psychology	2.87	1.81	61
Waleriańczyk, Pruszczak, & Stolarski	2019	247		33.59	8.89	Various	Poland	Biological Rhythm Research	0.83	0.27	32
Yin	2018	501				Sales	China	International Journal of Productivity & Performance Management		0.58	54
Mean			45	38.43	9.88				3.53	1.96	112.78
Total n		12950									

Note. Blanks in this table represent information either omitted by the authors, included in a formatted not suitable for comparison, or unable to be accessed

*These studies had more than one independent sample, so each sample was included in the One Stage Meta Analytical Structural Equation Model

5.1.4 One Stage Meta-Analytic Structural Equation Modelling

One stage meta-analytic structural equation modelling (OSMASEM) was used to perform a meta-analysis on the underlying structural equation models for simplified versions of Models 1 and 2 (Figure 2; M. W. L. Cheung, 2021; Jak & Cheung, 2020; Jak et al., 2020). These models served as a point of reference for the results of the two-stage structural equation modelling performed as part of this thesis (Anderson & Gerbing, 1988). Jak et al.'s (2020) webMASEM shiny application, accessed via the following link: https://sjak.shinyapps.io/webMASEM/, was used to perform the one stage meta-analytic structural equation modelling.

6 Study Two Results

6.1 Meta-Analytic Refinement of the Correlates to Organizational Citizenship Behaviour in the Wider For-Profit Sector

6.1.1 Details of Included Studies

Table 40 presents details about studies used in the one-stage meta-analytic structural equation modelling (OSMASEM). The details presented include the number of correlation coefficients for each relationship between the variables of interest used, the total sample size used in the meta-analysis for each relationship between variables, and on the diagonal, the total number of studies (with number of participants in brackets) that were included for each variable. The relationship between organizational citizenship behaviour and engagement had the highest number of studies (23 studies) and largest

sample size included (total sample size of 7769). The smallest sample sizes for correlation coefficients were between both negative job attitudes and burnout, and positive job attitudes and burnout; with total sample sizes of 1060 across four studies.

Table 40

The Number of Studies Included in the One-Stage Meta-Analysis for Each Correlation of Interest. Including the Total Sample Size for Each Relationship Across Studies in Brackets.

Variable of Interest	OCB	Engagement	Burnout	Negative Job Attitudes	Positive Job Attitudes
Organizational Citizenship Behaviour (OCB)	26 (8498)				
Engagement	23 (7769)	27 (8958)			
Burnout	11 (3545)	10 (3133)	15 (4673)		
Negative Job Attitudes	6 (1793)	6 (2056)	4 (1060)	10 (3015)	
Positive Job Attitudes	9 (2637)	10 (3008)	4 (1060)	10 (3015)	14 (3967)

6.1.2 Between Studies Variance

Table 41 displays the between studies variance for each of the correlation coefficients included in the one-stage meta-analytic structural equation model across the 34 independent samples. It highlights how there is a relatively low amount of variability across the included studies. The low variability across studies signifies that the true relationships between variables across the included independent samples are similar and have been accurately described in the across studies average population correlation matrix (Jackson & Bowden, 2016; Jak & Cheung, 2020; Jak et al., 2020).

Table 41

Between Studies Variance Found in the Correlation Coefficients Collected from the 26 Studies Included in the One-Stage Meta-Analysis Structural Equation Modelling.

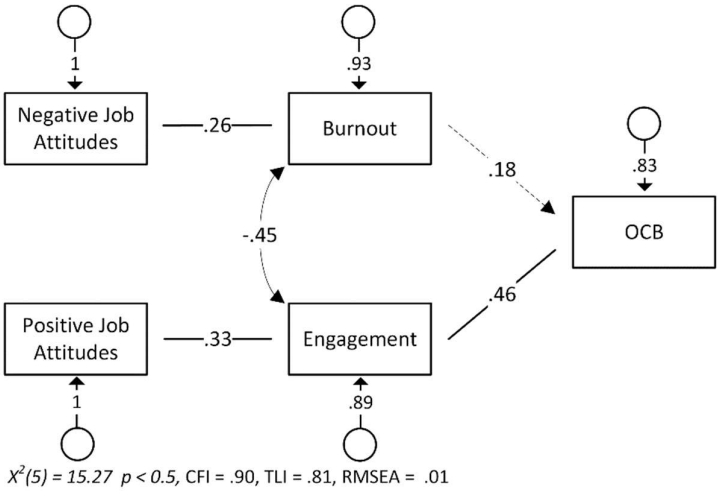
	OCB	Engagement	Burnout	Negative Job Attitudes
Organizational Citizenship Behaviour (OCB)				
Engagement	.04			
Burnout	.08	.01		
Negative Job Attitudes	.08	.03	.02	
Positive Job Attitudes	.04	.01	.06	.05

6.1.3 One-Stage Meta-Analytic Structural Equation Modelling

Figure 18 displays the results of the one-stage meta-analytic structural equation model for the simplified theoretical model (Model 1). The results of the one-stage meta-analytic structural equation model for the simplified alternative model (Model 2) are presented in Figure 19.

Figure 18

Results of the One-Stage Meta-Analytic Structural Model for Model 1: The Model of Correlates to Organizational Citizenship Behaviour (OCB).

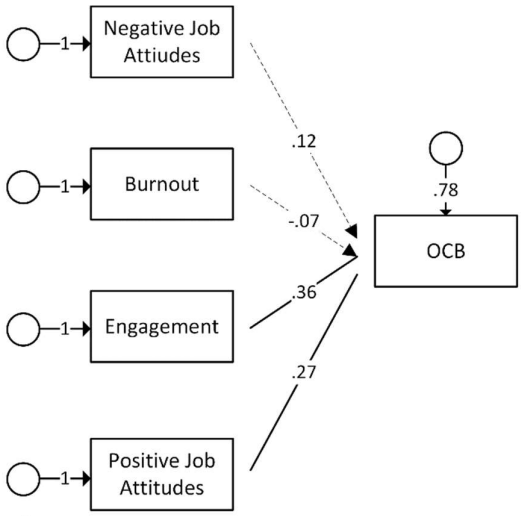


Note. Non-significant paths are shown by a dashed arrow. All other paths are significant (p < .001).

Both the theoretically derived model and the alternative model (as shown in Figures 18 and 19) highlight that there is a non-significant relationship between burnout and organizational citizenship behaviour, but the direction of the relationship is different (.18, *SE* = .07, *p* > .05, and -.07, *SE* = .09, *p* > .05).

Figure 19

Results of the One-Stage Meta-Analytic Structural Model for Model 2: The Alternative Model of Correlates to Organizational Citizenship Behaviour (OCB).



$X^2(6) = 69.17$, $p < 0.5$, CFI = .40, TLI = .00, RMSEA = .03

Note. Non-significant paths are shown by a dashed arrow. All other paths are significant ($p < .001$).

6.1.4 Summary: One Stage Meta-Analytic Structural Equation Modelling

Based on the fit indices for Study Two's simplified theoretical model and alternative model (as displayed in Figures 18 and 19), the results of the one-stage meta-analytic structural equation modelling suggest that the proposed theoretical model (Model 1 Figure 2) is a more accurate representation of the correlates to organizational citizenship behaviour.

7 Discussion

7.1 Overview

In this thesis' discussion, the findings are presented in order of the project's objectives. Five key findings were discovered in this thesis, and they were:

1. There was no evidence of a grouping or aggregation effect in the current thesis' organizational citizenship behaviour data.
2. Organ's (1988) five sub-facet based conceptualization of organizational citizenship behaviour is the best fit to data from New Zealand's civil society sector.
3. The empirical framework of the correlates to organizational citizenship behaviour was able to accurately measure the correlates influencing organizational citizenship behaviour in New Zealand's civil society sector.
4. There is meta-analytic evidence that positive and negative correlates influence organizational citizenship behaviour across the wider for-profit sector.
5. There is a critical difference in the role of burnout as a correlate to organizational citizenship behaviour between the wider for-profit sector and New Zealand's civil society sector.

7.2 Key Findings

7.2.1 Exploring the Structural Dimensionality of Organizational Citizenship Behaviour Through the Lens of Civil Society Organizations.

Non-Independence and Within Groups Agreement. The first part of exploring the structural dimensionality of organizaitonal citizenship behaviour started as a methodogical approach to assess the non-independence and within-groups agreement of this thesis' organizational citizenship behaviour data. However, whilst evaluating the non-independence and within-groups agreement of this thesis' organizational citizenship behaviour data, the researcher became aware that this process was moving beyond being a purely methodological issue. Assessing potential aggregation in the organizational citizenship behaviour data had the potential to contribute to the organizational citizenship behaviour literature. None of the studies included in this thesis' review of the literature included an evaluation of the non-independence or within-groups agreement of their organizational citizenship behaviour data.

Key Finding 1: Non-Independence and Within Groups Agreement. This thesis' evaluation of the non-independence and within-groups agreement results suggest that there is no evidence of an aggregate multi-level construct in the organizational citizenship behaviour data drawn from New Zealand's civil society sector.

The civil society sector is widely acknowledged as being a relatively unique environment (McDermott et al., 2013). This uniqueness centres around the level of investment an employee feels towards the civil society organization they work for and its

mission. This unique connection between an employee and civil society organizations may be having a strong impact on the performance of organizational citizenship behaviour. Rather than people being influenced by their work teams or the organizations they work for, they are influenced by the sector they work in. The influence of the sector suggests that in New Zealand's civil society sector, irrespective of which civil society organization someone works for; they perform organizational citizenship behaviour in a consistent manner with their peers.

It appears that in New Zealand's civil society sector, employees in one team, or organization, view organizational citizenship behaviour in a similar way to employees from different workplace teams or even totally different organizations. The lack of evidence of any aggregation effect in organizational citizenship behaviour in the New Zealand civil society sector suggests that employees across the sector approach the performance of organizational citizenship behaviour in a similar manner. It does not matter who they work for, it is more likely that the type of person who is drawn to work in the civil society sector influences the performance of organizational citizenship behaviour. As highlighted in the review of the literature, there are unique motivations for people wanting to work in the civil society sector. There are also issues that people wishing to work in the civil society sector have to be able to ignore, such as a lack of job security (Pimthong, 2016). These unique motivations and issues seem to be sector-wide, suggesting that they are reasonably consistent across the entire civil society sector in New Zealand. This consistency across the motivations and contexts in the civil society sector results in similar approaches to the performance of organizational citizenship behaviour, across both work teams and organizations.

The results of the assessment of the non-independence and within-groups agreement of organizational citizenship behaviour (OCB, OCBI, and OCBO), both at the overall and subscale level, suggest there is no evidence of aggregation in the organizational citizenship behaviour data drawn from New Zealand's civil society sector. Across the twelve groups of civil society organizations, there is no meaningful difference in the performance of organizational citizenship behaviour between individuals. Each person working in New Zealand's civil society sector seems to perform organizational citizenship behaviour in a similar way to other employees in the sector. It does not seem to matter what area the organization focuses on or who the organizations are trying to help, employees across organizations perform a similar form of organizational citizenship behaviour. There appears to be an emergent consensus in New Zealand's civil society sector about performing behaviours that go above and beyond formal role requirements to benefit the organization, colleagues, and clients.

The lack of evidence of aggregation in the organizational citizenship behaviour data drawn from New Zealand's civil society sector supports the theoretical argument made by Organ (1988): that individuals perform organizational citizenship behaviour. The current study has found evidence that employees perform citizenship behaviours as individuals. The organization they work for and the area in which they operate do not seem to influence individuals working in New Zealand's civil society sector's organizational citizenship behaviour. Based on the results of assessing the non-independence and within-groups agreement, organizational citizenship behaviour does not appear to be performed differently in each of the groups of participants in the current study.

Conclusion: Non-Independence and Within Groups Agreement. The conclusion that there is no aggregation effect present in the organizational citizenship behaviour data from New Zealand's civil society sector is more than just a resolution to a methodological issue. It provides meaningful insights into how organizational citizenship behaviour may be performed in an under-researched setting: New Zealand's civil society sector. There seems to be a sector wide consensus around how organizational citizenship behaviour is performed. This sense of consensus is supported by the strongest agreement levels coming at the sector wide level when looking at the three forms of organizational citizenship behaviour. People who work in New Zealand's civil society sector seem to perform organizational citizenship behaviour in a consistent manner. For people working in New Zealand's civil society sector, outside influences such as who they work for, or who they work with, do not seem to influence how they approach performing organizational citizenship behaviour. Therefore, the framework of correlates to organizational citizenship behaviour developed in this thesis was able to focus on constructs experienced by individuals.

The Model of Organizational Citizenship Behaviour Performed in New Zealand's Civil Society Sector. The second aspect to exploring the structural dimensionality of this thesis' organizational citizenship behaviour data was performing a series of confirmatory factor analyses to test the two measurement models of organizational citizenship behaviour presented in the review of the literature. An issue raised in the literature review of the current study was that there is no clear consensus around the best measurement model of organizational citizenship behaviour to use in the civil society sector. The results of the current thesis' confirmatory factor analysis of the two competing measurement models, has

addressed the lack of research into potentially the most apt model of organizational citizenship behaviour in New Zealand's civil society sector.

Which Measurement Model, Either Model A or Model B, Provides the Best Model Fit in New Zealand's Civil Society Sector? The psychometric evidence in support of Organ's (1988) organizational citizenship behaviour allows the researcher to address this thesis' first research question and conclude that Organ's (1988) five sub-facet model of organizational citizenship behaviour (Model A Figure 1) provides the best fit to data from New Zealand's civil society sector.

Key Finding 2: The Model of Organizational Citizenship Behaviour in New Zealand's Civil Society Sector. This thesis' second key finding is that Organ's (1988) organizational citizenship behaviour is performed in New Zealand's civil society sector, rather than Williams and Anderson's (1991) two-factor conceptualization. This conclusion was supported by the fit indices, reliability statistics, correlations between the latent variables, and standardized factor loadings found in results section of the current thesis. This closes the gap identified in the literature review, allowing the researcher to make a recommendation that ongoing research in New Zealand's civil society sector should focus on Organ's (1988) organizational citizenship behaviour.

The current thesis' position is that Organ's (1988) measurement model of organizational citizenship behaviour (presented in Figure 1) is the best model to capture all facets of organizational citizenship behaviour in New Zealand's civil society sector. When compared to the for-profit sector, employees of civil society organizations have a higher than usual level of belief in both their own role, and what their organization is trying to achieve organization (Hoffmann, 2006; McDermott et al., 2013). Based on this heighted

sense of belief in the organizational mission, it seems reasonable that employees of civil society organizations will not differentiate between the targets of their citizenship behaviour. Therefore, an employee of a civil society organization could be more likely to perform discretionary behaviours that are beneficial to colleagues, clients, and their own organization.

In the current thesis, the two competing models of organizational citizenship behaviour were assessed, firstly by evaluating model fit. The organizational citizenship behaviour fit statistics compare favourably to what has been found in past research (as seen in Table 9). Arguably, the fit indices suggest that Organ's (1988) organizational citizenship behaviour is the best conceptualization for these types of behaviours in New Zealand's civil society sector. Therefore, Organ's (1988) model of organizational citizenship behaviour provides an empirical starting point to evaluate a model of the correlates to organizational citizenship behaviour in New Zealand's civil society sector.

The current thesis found minimal empirical distinctions between individual (OCBI) and organizational (OCBO) focused organizational citizenship behaviour in data drawn from New Zealand's civil society sector. There was a moderately strong relationship between individual (OCBI) and organizational (OCBO) focused organizational citizenship behaviour, which is similar to what was originally found by L. J. Williams and Anderson (1991). The presence of a moderately strong relationship makes it difficult to argue that organizational citizenship behaviour – individual (OCBI) and organizational (OCBO) are separate constructs, at least in New Zealand's civil society sector. People working in the sector are performing positive behaviours outside their job descriptions. However, they appear to focus their help where needed; rather than by purposefully differentiating between what, or who, needs

their help. Thus, organizational citizenship behaviour should be viewed, in New Zealand's civil society sector, as Organ (1988) theorized: a latent construct indicated by five sub-facets.

Organ's (1988) measurement model of organizational citizenship behaviour has stronger psychometric evidence when looking at the factor loadings in the confirmatory factor analysis results of the current study. The factor loadings for Organ's (1988) model of organizational citizenship behaviour are stronger than those for Williams and Anderson's (1991) two-factor model of organizational citizenship behaviour. The stronger factor loadings suggest that when employees of civil society organizations in New Zealand perform citizenship behaviours, the actual behaviour itself is more general in nature. The employee appears to be focused on going above and beyond by helping, they may not be specifically trying to help an individual over their organization, or vice versa. Therefore, in New Zealand's civil society sector, the five sub-facets of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue are better indicators of Organ's (1988) model of organizational citizenship behaviour than Williams and Anderson's (1991).

This thesis' conclusion that Organ's (1988) model of organizational citizenship behaviour is the best model to use to further examine organizational citizenship behaviour in New Zealand's civil society sector matches the recommendations made by both LePine et al. (2002) and Hoffman et al. (2007). LePine et al. (2002) and Hoffman et al. (2007) used meta-analyses to test the two competing models of organizational citizenship behaviour, and both argue that Organ's model is the best model to use. The similarities in conclusions between these two meta-analyses and the current thesis' work in New Zealand's civil

society sector suggest that there is level of consistency across a range of sectors, at least with regards to the most apt model of organizational citizenship behaviour. Le Pine et al.'s (2002) and Hoffman et al.'s (2007) meta-analyses did not include any civil society organizations in their samples, so the current thesis has extended their findings into a new setting: New Zealand's civil society sector.

Comparison of Key Finding 2 to Past Research in the Civil Society Sector. This thesis discovered similar evidence in support of Organ's (1988) five-factor model, as found by both Mukhtar et al. (2012) and Pimthong (2016) in the Pakistani and Thai civil society sectors. However, neither of these studies provided enough evidence on their own to make an informed decision about the use of Organ's (1988) model rather than Williams and Anderson's (1991) model. The current thesis found a better reliability estimate than Mukhtar et al. (2012) and stronger factor loadings than those reported by Pimthong (2016). Due to the reporting limitations identified in the review of the literature in both Mukhtar et al.'s (2012) and Pimthong's (2016) studies, it was not possible to compare the fit indices from those studies to those of the current thesis. However, the results of the current thesis offer more robust support for Organ's (1988) model of organizational citizenship behaviour in the civil society sector than both Mukhtar et al. (2012) and Pimthong (2016). Therefore, the current thesis' psychometric evidence suggests that Organ's (1988) organizational citizenship behaviour is an apt starting point for developing a framework of the correlates to organizational citizenship behaviour in New Zealand's civil society sector.

Conclusion: The Model of Organizational Citizenship Behaviour in New Zealand's Civil Society Sector. The performance of organizational citizenship behaviour that does not

differentiate between the recipients of the behaviour in New Zealand's civil society sector is not unexpected, especially when considering the work that civil society organizations do. The positive social consequences that civil society organizations are trying to achieve may mean that employees are going to feel a desire to help in any manner, and they may not differentiate between helping organizations, colleagues, or clients. The employees may realize that helping behaviours directed towards any of these three potential targets will have the same end result: creating social good. Based on the discussion so far, positive extra-role behaviours performed by people working in New Zealand's civil society sector are best measured by Organ's (1988) model of organizational citizenship behaviour. Therefore, Organ's (1988) measurement model should be used as the basis for developing a framework of the correlates to organizational citizenship behaviour in New Zealand's civil society sector.

7.2.2 Investigating and Refining the Correlates to Organizational Citizenship Behaviour in New Zealand's Civil Society Sector.

As highlighted in this thesis' review of the literature, there has not been an attempt to develop a coherent framework of the correlates to organizational citizenship behaviour in the civil society sector. To address this lack of research the current thesis proposed and tested two theoretically derived frameworks for understanding the correlates to organizational citizenship behaviour in New Zealand's civil society sector.

What Structural Model Will Provide the Best Model Fit for the Correlates to Organizational Citizenship Behaviour? The fit indices for the two models (Model 1 and Model 2) allowed the researcher to determine that the empirical framework (Model 1) has

the most potential for understanding the correlates to organizational citizenship behaviour in New Zealand's civil society sector. The use of Model 1 over Model 2 (both presented in Figure 2) is supported by the reliability statistics, correlations between the latent variables, and standardized factor loadings presented in the results section of the current thesis.

Key Finding 3: The Best Structural Model for the Correlates to Organizational Citizenship Behaviour in the Civil Society Sector. The third key finding of this thesis was that the empirical framework of correlates to organizational citizenship behaviour (Model 1 Figure 2) was able to accurately measure the correlates influencing organizational citizenship behaviour in New Zealand's civil society sector.

The results of the structural equation modelling suggest that both positive and negative job attitudes may have an influence on organizational citizenship behaviour through burnout and engagement. The negative path to organizational citizenship behaviour suggests that employees of civil society organizations who are experiencing time demands at work will may more work-related burnout, but employees who work in an organization that has an inclusive climate may feel less work-related burnout. However, work-related burnout may still lead to a small increase in organizational citizenship behaviour in New Zealand's civil society sector. The positive path to organizational citizenship behaviour implies that in New Zealand's civil society sector, the motivation of an employee to perform citizenship behaviours could be based on their desire for their employer to do well. This desire could be built around the employees pride and commitment to their employing organization, and their need to be helpful and a want to create positive relationships (Rioux & Penner, 2001). In the civil society sector a highly

engaged employee may feel like their work really matters, they may draw energy from what they are trying to achieve at work, and they may be highly involved with achieving their employing civil society organization's goals. The result of an employee in New Zealand's civil society sector experiencing these positive, work-related, feelings of engagement is that they may be more likely to perform positive, helpful, extra-role behaviours (*i.e.,* organizational citizenship behaviour).

What is the Relationship Between Burnout and Organizational Citizenship Behaviour? When seeking to answer this thesis' third research question, unexpectedly, a small and statistically significant positive relationship between burnout and organizational citizenship behaviour was found. This positive relationship is the opposite of what has been found previously in a related sector (the Israeli social security sector) by Eldor (2018). As highlighted in the literature review of the current thesis, there is no prior research into the link between burnout and organizational citizenship behaviour in the civil society sector. The lack of prior research into the relationship between burnout and organizational citizenship behaviour makes the current thesis' positive finding extremely interesting as the finding is the opposite of what would seem intuitive.

Potentially, as an employee working in New Zealand's civil society sector experiences increased levels of fatigue, an indifferent attitude, and a feeling of lowered competency and achievement at work, they will still go out of their way to perform helpful behaviours. For example, when working at a foodbank, an employee delivers food to clients of the foodbank in their own time. An explanation for this phenomenon may be that due to factors such as a perceived lack of time to accomplish tasks at work, the employee of a civil society

organization may be feeling burnt out but will still go above and beyond to ensure their organization achieves its mission of social good. In New Zealand's civil society sector, organizational citizenship behaviour may be performed irrespective of the employee's burnout levels.

In an ideal world, any organization, especially a civil society organization, would not depend on their employees performing organizational citizenship behaviour even though they are experiencing work-related burnout. Organizational citizenship behaviour may create an almost self-fulfilling prophecy where it causes more burnout, but the employee still performs organizational citizenship behaviour. A possible cyclical relationship between burnout and organizational citizenship behaviour in the civil society sector was beyond the scope of the current thesis, but further research into it bears merit.

An area for future research to explore relating to the relationship between burnout and organizational citizenship behaviour in New Zealand's civil society sector is Festinger's (1957) theory of cognitive dissonance. The relevance of cognitive dissonance is the underlying principle that contradicting cognitions act as a driving force for an individual to develop new thoughts or beliefs, or modify existing beliefs, so as to reduce the amount of conflict between cognitions.

In New Zealand's civil society sector, cognitive dissonance may be created, either accidentally or deliberately, via the workloads placed on employees in the sector. There may be a very subtle intent present in civil society organizations to motivate workaholic behaviour. This type of process may result in burnout in employees working in the civil society sector. There may be a measure of cognitive dissonance introduced to employees

working in the civil society sector through the interaction between burnout and meeting the increased workloads through workaholic type behaviours. Burnout could be reduced or manipulated by eliminating the source of the cognitive dissonance, or fostering consonant emotions. For example, if an employee of a civil society organization suppresses feelings of burnout to perform organizational citizenship behaviours, they may then feel positive emotions when they see the positive effect of their citizenship behaviours. The employee's perception of the positive effect of their behaviours may mean that they are more likely to approach burnout in the same way in the future. In effect, performing organizational citizenship behaviours may reduce their cognitive dissonance and create a form of cyclical causal flow between burnout and organizational citizenship behaviour.

What is the Relationship Between Engagement and Organizational Citizenship Behaviour? The current thesis found that engagement has a positive relationship with organizational citizenship behaviour in New Zealand's civil society sector. The positive relationship between work-related engagement and organizational citizenship behaviour is similar to what was found by Aboramadan and Dahleez (2020) in the Italian civil society sector. Aboramadan and Dahleez (2020) explain that as people working in the civil society sector feel more engaged with their work, they will perform higher levels of positive extra-role behaviour. The results of the current thesis show that this explanation holds across different countries' civil society sectors. An employee who draws energy from what they are trying to achieve at work (i.e., social good) will most likely be highly involved in helping the organization achieve its mission of social good. Civil society organizations have a powerful goal of helping societies less fortunate. It seems that this sense of helping people who need it most may provide a focus for employees, and they may be able to devote themselves

towards helping their organization help people in precarious situations. In turn this may result in employees working in New Zealand's civil society sector being prepared go out of their way to do things to help create social good. In the case of the current thesis, employees of civil society organizations in New Zealand may focus on going above and beyond at work to ensure that their clients have access to crucial support services that are necessary for their survival.

Burnout and Engagement. The link between burnout and engagement in New Zealand's civil society sector needs discussion before the discussion moves on to the link between the identified job attitudes and organizational citizenship behaviour. In Model 1 (Figure 2) burnout and engagement were presented as being ipso facto inversely related and this was supported by the findings of the structural equation modelling. It appears that in New Zealand's civil society sector, if an employee is experiencing burnout symptoms, such as high levels of fatigue and indifference towards their work, they will not be able to feel energized by their work or contribute towards achieving workplace goals (which are signs of engagement). This is a similar interaction between burnout and engagement as was found by von Hippel et al. (2019) in Australian healthcare related civil society organizations. von Hippel et al. (2019) argued that burnout would develop when employees in the civil society sector felt that their clients were not improving in terms of their health. A similar sense of frustration could be a contributing factor to burnout in New Zealand's civil society sector.

In New Zealand's civil society sector it appears that if someone is readily engaged with what they are doing at work, they may be more likely to go above and beyond and

perform extra-role helping behaviours. But at the same time, if an employee in New Zealand's civil society sector is experiencing a level of work-related burnout, they may still go above and beyond at work, but potentially to a lesser extent that someone who is highly engaged.

What are the Relationships Between the Negative Job Attitudes and Organizational Citizenship Behaviour? One of the key extensions to the literature proposed in this thesis was the distinction between proximal correlates and the job attitudes. When seeking to address this thesis' fifth research question, the relationships found between the negative job attitudes and organizational citizenship behaviour were conflicting. The current thesis found that as an employee of a civil society organization in New Zealand experienced increased perceived time demands at work, they may have felt more burnt-out. Someone working for a civil society organization in New Zealand may be aware of the issues facing the sector; that to help the most people their organization needs to do more, but at the same time find out how to do so with decreasing resources. There may be expectations around providing support to more clients, but without a corresponding increase in resources to achieve this. Potentially, the more an employee of a civil society organization in New Zealand experiences time pressure in their role, the more burnout they may experience.

Interestingly, inclusive climate had the opposite effect on burnout compared to perceived time demands in New Zealand's civil society sector. An inclusive workplace climate, which seems to be present in New Zealand's civil society sector, may have reduced the burnout experienced by employees of civil society organizations. In the civil society sector, an inclusive climate would be when staff are treated as insiders irrespective of their

backgrounds, or the length of their contract. Employees also need to be able to learn from, and make use of, the differences amongst all employees working for the civil society organization (Ashikali et al., 2020). Inclusive climate had not been tested in the New Zealand civil society sector prior to the current thesis. The justification for not expecting an inclusive environment across the sector is due to the difficult operating environment present in New Zealand's civil society sector (Fisher & Ward, 2020). Civil society organizations are competing for both staff and resources, and there is also internal competition in civil society organizations for resources. The researcher expected that an inclusive climate would be a nice to have, rather than a must have, for organizations in New Zealand's civil society sector. However, the results of the current study seemingly contradict the expectations of a lack of an inclusive climate in New Zealand's civil society sector, and are deserving of further investigation.

Another area that needs further investigation is the role of job security in the empirical framework. Job security did not have a significant relationship with burnout in the empirical framework, and therefore it did not impact on organizational citizenship behaviour in New Zealand's civil society sector. This is contrary to the expectations of the researcher based on the review of the literature. As highlighted in the literature review, Lu et al. (2021) found that high levels of job security had a positive relationship with organizational citizenship behaviour. Due to the lack of job security that is prevalent in the civil society sector (McMullen & Schellenberg, 2003), it was expected that there would be low job security in New Zealand's civil society sector, meaning that job security is a stressor that would contribute to increased burnout levels. Thus, the opposite of Lu et al.'s (2021)

conclusion was expected. However, this thesis found that job security did not have a relationship with burnout in New Zealand's civil society sector.

What are the Relationships Between the Positive Job Attitudes and Organizational Citizenship Behaviour? There were two main differences between the review of the literature and the findings of the current thesis to do with the positive job attitudes' relationships with organizational citizenship behaviour. The researcher expected that both organizational commitment and servant leadership would have a positive relationship organizational citizenship behaviour, in New Zealand's civil society sector, through engagement. However, when seeking to address this thesis' sixth research question, the results of the current thesis suggest that the relationship between positive job attitudes and organizational citizenship behaviour may not operate that way in New Zealand's civil society sector.

The two studies included in the review of the literature that supported the relationships from organizational commitment and servant leadership to organizational citizenship behaviour were both conducted in the civil society sector. The relationship between organizational commitment and organizational citizenship behaviour was examined using *N* = 640 employees of civil society organizations in Thailand, Myanmar, Laos, and Cambodia by Pimthong (2016). Harwiki (2016) tested the relationship between servant leadership and organizational citizenship behaviour in 40 employees of Indonesian female cooperatives. Both studies defined and measured organizational citizenship behaviour according to Organ's (1988) five sub-faceted conceptualization (Model A Figure 1). There were strong similarities between the samples of Pimthong's (2016) and Harwiki's (2016)

studies and the current thesis' sample; they were all drawn from civil society organizations. There were also similarities between the theoretical construction of organizational citizenship behaviour across these two studies and the current thesis. These similarities led the researcher to believe that the current thesis would have had similar results to the past studies.

The differing results between the current thesis, and Pimthong's (2016) and Harwiki's (2016) studies may be partially explained by the different countries the studies were located in. Even though all participants across the three studies came from civil society organizations, each study was based in a different country or countries: Pimthong's (2016) study was based in Thailand, Myanmar, Laos, and Cambodia, Harwiki's (2016) project was located in Indonesia, whilst the current thesis' sample was drawn from civil society organizations in New Zealand. The different settings for each of these studies could have influenced the current thesis' ability to replicate the findings of Pimthong (2016) and Harwiki (2016). Differing cultural norms or behavioural standards may create differences in organizational commitment or servant leadership across countries. For example, perhaps servant leadership is not as influential in more individualistic cultures such as in New Zealand, compared to more collectivist cultures as found in Southeast Asian countries (Hofstede, 1984). To be able to offer more clarity around why the current thesis did not find evidence that organizational commitment and servant leadership had an influence on organizational citizenship behaviour in New Zealand's civil society sector, further research will be required.

This thesis did find that citizenship motivation had a positive influence on organizational citizenship behaviour through engagement in New Zealand's civil society sector. However, there appears to be a difference in citizenship motivation between the civil society sector, as seen in the results of the current thesis, and in Bourdage, Lee, Lee, and Shin's (2012) sample from two Korean organizations of unknown type or sector. Bourdage et al. (2012) found that impression management and organizational concern related motivations influenced organizational citizenship behaviour, but the current study found that impression management was not part of an employee's citizenship motivation in New Zealand's civil society sector. The main reason for this difference could be that there could be a strong desire to help others present in people working in New Zealand's civil society sector, which may not have been present in Bourdage et al.'s (2012) Korean sample.

What are the Relationships Between the Seven Job Attitudes Identified in the Review of the Literature? There were a number of relationships between the seven included job attitudes that address this thesis' seventh research question. The current thesis found a negative relationship between time demands and citizenship motivation in New Zealand's civil society sector. The negative correlation implies that if someone working in a civil society organization experiences more time pressure, they may be less motivated to perform citizenship behaviours. If someone's workload is increasing, or the amount of time they have to do their usual amount of work is decreasing, they may struggle to be motivated to go above and beyond. This seems to be a reasonable explanation for New Zealand's civil society sector given the difficult environment that these types of organizations are operating within.

The current thesis also found a positive correlation between inclusive climate and citizenship motivation in New Zealand's civil society sector. This relationship is deserving of further investigation; it could be that inclusive climate might be better thought of as a positive job attitude in New Zealand's civil society sector. The positive relationship between inclusive climate and citizenship motivation suggests that if an employee feels that their organization has an inclusive climate they may have more motivation to perform citizenship behaviours. For this to occur, the employee may need to feel like they have the opportunity to be themselves, be treated as insiders, and have the opportunity to learn from and make use of the differences among their colleagues (Nishii, 2013).

The final relationships between the job attitudes linking to organizational citizenship behaviour was between the job attitudes (job security, servant leadership, and organizational commitment) that did not have significant relationships with the proximal correlates: burnout and engagement. Irrespective of their expected influence on organizational citizenship behaviour in New Zealand's civil society sector, these job attitudes will most likely still be felt by employees working for civil society organizations, and they will occur together with the other job attitudes. Job attitudes may not be felt in isolation; each job attitude may influence other job attitudes. Thus, even though job security, servant leadership, and organizational commitment did not influence organizational citizenship behaviour in New Zealand's civil society sector in the manner expected by the researcher, they still had relationships with the constructs that may influence organization citizenship behaviour. In New Zealand's civil society sector, job security, servant leadership, and organizational commitment may serve as reminders that the experiences of employees do not occur in isolation. There are many variables that may be impacting on the proximal

correlates to organizational citizenship behaviour in New Zealand's civil society sector, and these types of relationships are always going to be difficult to capture in an empirical framework.

Conclusion: Investigating and Refining the Correlates to Organizational Citizenship Behaviour in New Zealand's Civil Society Sector. This thesis has presented evidence in support of the empirical framework of correlates to organizational citizenship behaviour in New Zealand's civil society sector. Structural equation modelling suggests that there is evidence of linked correlates to organizational citizenship behaviour, with a critical distinction between the proximal correlates (burnout and engagement) and the more distal job attitudes. The links found between the proximal correlates (burnout and engagement), and between the job attitudes, suggest that the correlates to organizational citizenship behaviour may not occur in isolation. Instead, it appears the processes leading to organizational citizenship behaviour in New Zealand's civil society sector may be more holistic. Correlates to organizational citizenship behaviour may exert a level of influence on the other correlates, whilst still potentially influencing organizational citizenship behaviour itself at the same time. Perhaps the most interesting finding from testing the empirical framework was that burnout may have had a positive influence on organizational citizenship behaviour in New Zealand's civil society sector.

The fit indices and factor loadings supported the thesis' use of the theoretical model (Model 1 Figure 2) instead of the alternative model (Model 2 Figure 2) in New Zealand's civil society sector. The theoretical model of correlates to organizational citizenship behaviour suggests that civil society organizations in New Zealand could focus interventions on

fostering organizational commitment and inclusive climate, and decreasing employee's work-related time demands. Targeting interventions on these job attitudes may help employees of civil society organizations in New Zealand to be engaged with their work, which in turn would have a positive influence on organizational citizenship behaviour in New Zealand's civil society sector.

7.2.3 Meta-Analytic Refinement of the Correlates to Organizational Citizenship Behaviour in the Wider For-Profit Sector

Due to the developing nature of the literature focused on the correlates to organizational citizenship behaviour in the civil society sector, the current thesis tested a simplified meta-analytic framework for comparative purposes. The one-stage meta-analytic structural equation modelling provides a frame of reference for comparison with the empirical framework that has been discussed so far.

Key Finding 4: Meta-Analytic Model Comparison. This thesis' fourth key finding was that there is meta-analytic evidence that positive and negative job attitudes may influence organizational citizenship behaviour, through burnout and engagement, across the wider for-profit sector.

One of the main strengths of testing the both the empirical framework (Model 1 Figure 2) and the alternative model (Model 2 Figure 2) meta-analytically is that it allows this thesis to compare meta-analytic findings with the results of the structural equation modelling in New Zealand's civil society sector. The results of the meta-analytic testing of the simplified empirical framework and the alternative model support the conclusion made in New Zealand's civil society sector; that the empirical framework (Model 1) has the most

potential for understanding the correlates to organizational citizenship behaviour. It appears that Model 1 (Figure 2) has the most potential across both New Zealand's civil society sector, and the wider organizational literature for providing insights into variables influencing organizational citizenship behaviour. This finding was supported by the fit indices of the meta-analytic model (Figure 18), as well as the standardized factor loadings presented in the results section of this thesis.

What the meta-analytic support for the empirical framework (Model 1) over the alternative model (Model 2) suggests is that across organizational settings there is a level of consistency in the way in which correlates influence organizational citizenship behaviour. Rather than all correlates having a direct link to organizational citizenship behaviour, the results of the current thesis' meta-analysis suggest that potentially the best way to think about the correlates to organizational citizenship behaviour is as job attitudes that may link to an employee's work-related burnout and engagement. Work-related burnout and engagement in turn, are the more proximal correlates that may exert a level of influence on the performance of organizational citizenship behaviour.

The meta-analytic model suggests that as employees experienced constructs that can be classed as a negative job attitude (e.g. organizational misbehaviour), there may have been am increase in feelings of work-related burnout. Employees may feel exhausted and cynical about their work. Unexpectedly, this potential increase in burnout experienced by employees working across a variety of sectors did not have a significant relationship with organizational citizenship behaviour in the meta-analytic model. Conversely, as employees experienced constructs that were more positive in focus, such as authentic leadership, they

may have felt more engaged with their work. By being more engaged, employees may have experienced higher energy levels towards their roles and had a level of enthusiasm for what they were doing. In turn, this increased enthusiastic energy may mean that employees are more likely to perform organizational citizenship behaviour.

How Do the Results of This Thesis' Examination of the Correlates to Organizational Citizenship Behaviour in the Civil Society Sector Compare to the Results of the Meta-Analytic Structural Equation Modelling of the Correlates to Organizational Citizenship Behaviour in the Wider For-Profit Sector? When comparing the two analytical tests of the empirical framework (structural equation modelling and meta-analytic) there are some striking similarities across the two settings: New Zealand's civil society sector and the wider for-profit sector. The main similarity is that positive job attitudes may have a positive link to work-related engagement, which in turn may have a positive direct relationship with organizational citizenship behaviour. This implies that irrespective of setting, either for-profit private sector organizations or civil society organizations in New Zealand, employees may be experiencing similar interactions between constructs that could influence organizational citizenship behaviour in a positive manner. Effectively, work-related engagement may be consistent across the wider private sector and New Zealand's civil society sector, and therefore may have a similar relationship with organizational citizenship behaviour.

When comparing the relationships between the negative job attitudes, burnout, and organizational citizenship behaviour, there is an emergent difference between New Zealand's civil society sector, and the meta-analytically tested for-profit sector. The

difference between the two analytical techniques started with the negative relationship between inclusive climate and burnout in the structural equation modelling. Inclusive climate was identified as a negative job attitude in the review of the literature, so it was thought that it may have a link to burnout. This expectation is supported by the one-stage meta-analytical structural equation model tested in this thesis. There was meta-analytic evidence that constructs identified as negative job attitudes may lead to an increase in work-related burnout. However, this appeared to not be the case with inclusive climate in New Zealand's civil society sector.

This difference between organizational settings could be due to that fact that for inclusive climate to be perceived as a negative job attitude in New Zealand's civil society sector, there may need to be absence of inclusive climate (or low levels). Perhaps to better reflect the expected negative influence of inclusive climate, the inclusive climate measure should have been reverse scored. Reversing scoring inclusive climate would mean that a high score signifies an increased level of a negative construct to better match the scoring of the other negative job attitudes. An alternative explanation for the difference between the results of the models tested in New Zealand's civil society sector, and the wider for-profit sector is that inclusive climate could potentially be a positive job attitude in New Zealand's civil society sector. Even though there may be competition for resources in New Zealand's civil society sector that may suggest a competitive workplace environment, where employees focus on protecting their own interests, it is possible that the opposite is true. Organizations in New Zealand's civil society sector may actually walk the walk with how they treat their staff. It may be that in New Zealand's civil society sector, employees feel like they are treated as insiders and have a sense of belonging to their organization. Perhaps inclusive

climate would be better positioned linking to engagement in the model that was tested in this thesis. These approaches to inclusive climate are potential areas of future investigation that could be incorporated into work further developing Model 1 (the empirical framework).

Key Finding 5: A Critical Difference Between New Zealand's Civil Society Sector and the Wider For-Profit Sector. There appears to be a critical difference in the role of burnout as a correlate to organizational citizenship behaviour between the wider for-profit sector, as tested in this thesis' meta-analysis, and New Zealand's civil society sector, as tested in this thesis structural equation modelling.

The strength of the relationship between burnout and organizational citizenship behaviour across the two organizational settings (New Zealand's civil society sector and the wider organizational literature) tested in this thesis was similar. But in the one-stage meta-analytic structural equation model the relationship between burnout and organizational citizenship behaviour was not significant. However, in the structural equation model tested in the civil society sector the relationship was significant. A possible explanation for this difference could be the different organizational settings. The meta-analysis draws on data from a wide range of industries worldwide and the structural equation model uses data exclusively from the civil society sector in New Zealand. The differences could be due to uniqueness present in New Zealand's civil society sector when compared to other sectors (McMullen & Schellenberg, 2003).

The difference in the relationship between burnout and organizational citizenship behaviour extends beyond just what has been found in this thesis. As discussed in this thesis' review of the literature, Eldor's (2018) study in an Israeli social security organization

found a small negative correlation between burnout and organizational citizenship behaviour. Some kind of negative relationship between burnout and organizational citizenship behaviour would appear to make the most sense. If an employee is exhausted, cynical, and feels like they are not competent in their role, it would seem likely that they may not be in the right frame of mind to go out of their way to perform extra-role helping behaviours. However, this does not appear to be the case in New Zealand's civil society sector, or in the wider organizational literature, according to the results of this thesis.

The difference in the link between burnout and organizational citizenship behaviour across sectors may be caused by the unique way employees in the civil society sector approach their work. They come to work with a higher level of investment in both their goals and the organizations' mission (Hoffmann, 2006; McDermott et al., 2013; Schmidt, 2012). This increased investment may mean that even as employees of civil society organizations in New Zealand experience increasing levels of work-related burnout, they may still be prepared to go above and beyond at work to help their organization and their colleagues. Effectively, it would appear that people working in New Zealand's civil society sector may perform extra-role helping behaviours irrespective of how burnt-out they feel.

7.3 Limitations of the Current Thesis

It is important to acknowledge limitations when considering the findings of the current research project.

A limitation of the current thesis' research into the correlates to organizational citizenship behaviour in the civil society sector is the inability of the research to include

compensation satisfaction in the structural equation model. The current thesis' questionnaire measuring compensation satisfaction had an issue with the sample size being smaller than the samples for the other measures used in the research project. The issue arose when a section of this thesis' survey was temporarily unable to be accessed by participants when accessing the questionnaires online. This issue was caused by a software error in the questionnaire delivery platform and was outside of the control of the researcher. The end result of this issue is that the total sample size for the compensation satisfaction questionnaire was markedly smaller than the rest of the sample (n = 185 compared to n = 442). The moment the researcher was aware of this issue steps were taken to resolve it. The solution used was rebuilding the survey, relaunching the new survey online (accessed by a new link), and the original survey link was redirected to the new survey.

The smaller sample size for the compensation satisfaction measure meant that it was unable to be included in the structural equation modelling. The researcher attempted to include the compensation satisfaction data, but when running the analysis of the models the software packages used (Mplus version 8.3 and IBM SPSS AMOS Version 27) were unable to run the analysis. The reason for the inability to include the compensation satisfaction data in the structural model is that the difference in samples sizes between this measure and the rest of the measures used in the strucural model was too large. There would have been too much missing data to be estimated, even when using full information maximum likelihood (FIML) estimation (Arbuckle et al., 1996; Enders & Bandalos, 2001; Schafer, 1997). The end result of this sample size issue was that the theoretical model to be tested needed simplification by removing the compensation satisfaction variable.

It would be relatively straight forward to resolve the issue of not being able to include compensation satisfaction in this thesis' structural model. A future study could seek to replicate the current thesis' structural model, and it is highly unlikely for the online questionnaire delivery platform to have the same issue again. Replicating the current study should allow for a more even collection of data from each of the questionnaires used to measure the variables of interest. In turn, an even collection of data across measures should avoid the issue that arose when attempting to include compensation satisfaction in the structural equation model.

Another limitation that may need to be evaluated when considering the findings of the current thesis is that of sample size. Specifically, the size of the sample drawn from New Zealand's civil society sector. Sample size for structural equation modelling is a complex area, with a variety of rules of thumb (Byrne, 2016; Hoyle & Gottfredson, 2015; Kline, 2011). The typical sample size in studies using structural equation modelling is around 200 participants, which the current thesis exceeds (Byrne, 2016; Hoyle & Gottfredson, 2015; Kline, 2011). Small samples in structural equation modelling are often associated with issues of non-convergence (Hoyle & Gottfredson, 2015). However, as seen in the results of the current thesis, this was not an issue for the structural equation modelling on the data from New Zealand's civil society sector.

The final potential limitation of the current thesis is the issue of culture. Some of the studies included in the review of the literature to provide support for the development of the empirical framework were carried out in workplaces from countries that are culturally and economically different to New Zealand. However, this approach was necessitated by the

developing nature of organizational citizenship behaviour research in both the international civil society sector and New Zealand's civil society sector. It is possible that these different cultural settings may have influenced the differences in results between the reviewed studies and the current thesis. But the current thesis was partially conceived as a focal point from which further New Zealand civil society sector specific organizational citizenship behaviour research can follow.

It is important to note that Māori and iwi lead organizations were not a focus of the current thesis. These kinds of organizations have a unique place in New Zealand's communities, and Māori and iwi lead organizations would be a fascinating area for further research into organizational citizenship behaviour.

7.4 Future Directions

The present research has positive implications for future research into organizational citizenship behaviour, both in the civil society sector and other sectors.

Future Directions of Research into the Correlates to Organizational Citizenship Behaviour in the Civil Society Sector. When considering the results of the current thesis, the empirical framework of correlates to organizational citizenship behaviour has implications for future research. The empirical framework shows potential, but it needs further refinement to increase its efficacy. There are a variety of ways that the knowledge generated by this study could be used to shape future research. Potentially the most promising and exciting direction is to further develop the empirical framework of correlates to organizational citizenship behaviour.

The empirical framework has identified that there are unique processes leading to organizational citizenship behaviour in New Zealand-based civil society organizations. The evidence of this is highlighted by the differing relationships between burnout and organizational citizenship behaviour between the meta-analytic structural equation model and the structural equation model. This difference is deserving of further attention, ideally by using two separate samples, with one sample drawn from the civil society sector and the other drawn from a different sector.

Further development of the empirical framework could be focused on the job attitudes used in the empirical framework. Only three of the tested six job attitudes were shown to be interacting with burnout, engagement, and organizational citizenship behaviour in similar ways to what has been found in past research.

Future research may want to focus on identifying job attitudes that have increased relevance to the civil society sector. There are two main ways a researcher could do this. The first is two use the literature to guide job attitude selection, which is the approach the current study took. The second approach is to develop a standardized tool to measure the most relevant job attitudes. This approach is similar to the process undertaken by Karasek Jr (1979) in developing his tool to assess psychological demands at work. A potential issue with this approach is that the use of a standardized tool may limit the flexibility offered by the model tested in this research project.

One of the main goals behind developing the empirical framework of correlates to organizational citizenship behaviour was to allow for a similar framework to be used across different settings. It would be interesting to use the empirical framework of correlates to

organizational citizenship behaviour in other settings, such as education, public sector, or for-profit organizations. This approach will help researchers understand if there are similar correlates to organizational citizenship behaviour across differing sectors.

Compensation Satisfaction. A surprising result found in the confirmatory factor analysis for citizenship motivation using Rioux and Penner's (2001) Citizenship Motives Scale was the non-significant correlation between the impression management subscale and the two other subscales (organizational concern and prosocial values). This lack of a relationship was interesting because it suggests that employees of civil society organizations in New Zealand are not motivated to perform organizational citizenship behaviours by trying to influence how others perceive them. It would be interesting to conduct a follow up study to see if this result is replicable in another sample of participants drawn from civil society organizations before moving on to a more detailed investigation into why this may be the case.

Future Directions of Meta-Analytic Research into the Correlates to Organizational Citizenship Behaviour in the For-Profit Sector. The use of one-stage meta-analytic structural equation modelling has exciting implications for organizational citizenship behaviour research. The researcher suggests that future research should focus on a few key areas. The first is the further development of the empirical framework used in the current study by expanding the job attitudes included in the model tested to become more specific to certain sectors or industries. The second key area to focus future research on is the sub-factors for engagement, burnout, and organizational citizenship behaviour, examining the relationships between the dimensions that comprise the three latent constructs. By focusing

on these relationships, it is hoped that the interactions between engagement, burnout, and organizational citizenship behaviour can be understood in more detail. The third key area to focus future research on is to use the one-stage meta-analytic structural equation modelling to further support the results of the investigation into the most apt model of organizational citizenship behaviour, and to contribute to the meta-analytic link between the two competing taxonomies outlined in Figure 1.

7.5 Implications of Research Findings

The practical implications for practitioners and people working in the civil society sector from this research project focus on two key points. The first is that by creating an environment that fosters higher levels of work-related engagement, employees may perform more organizational citizenship behaviour. By focusing efforts on enhancing work-related engagement, civil society organizations may be able to increase the performance of organizational citizenship behaviour.

The second practical implication for civil society organizations is that fostering an inclusive workplace climate may lead to a decrease in work-related burnout in employees. To do this it may be beneficial to provide an environment where employees can be themselves and are treated in an inclusive manner so that they feel like valued insiders. An important part of achieving an inclusive workplace climate is to foster knowledge exchanges between employees, treating employee's diversity as a powerful tool.

Across both practical implications suggested by the researcher, it is important to remember that there was no evidence of interdependence in the performance of

organizational citizenship behaviour in New Zealand's civil society sector. Therefore, a civil society organization that is interested in fostering organizational citizenship behaviour in its workforce may want to consider how they can better understand their individual employees, which in turn may facilitate the performance of organizational citizenship behaviour.

8 Conclusion

By increasing the understanding of the correlates to organizational citizenship behaviour it is hoped that this research will provide practical insights to help civil society organizations and other types of organizations to better understand their employees.

Part of the unique way in which organizational citizenship behaviour may be performed in New Zealand's civil society sector is that there was no evidence of any form of aggregation effect found in this thesis' organizational citizenship behaviour data. The organizational citizenship behaviour performed in New Zealand's civil society sector appears to be consistent across different organizations, and different types of organization. The similarity suggests that there may be an emergent consensus around what constitutes organizational citizenship behaviours that is sector wide. Therefore, it appears that people working in New Zealand's civil society sector might be attracted to the work they are doing and may be prepared to go over and above at work, rather than investing themselves into the workplace environment or team-based cultures that could influence their performance of organizational citizenship behaviour.

There was evidence found that employees of civil society organizations in New Zealand may not direct their organizational citizenship behaviours towards a specific target. This thesis found that a more general form of organizational citizenship behaviour may have been performed in the civil society sector in New Zealand. Employees of civil society organizations in New Zealand did not seem to differentiate between clients, colleagues, or their employing organization when performing their organizational citizenship behaviours.

Two analytical techniques were used to assess an empirical framework for understanding the correlates to organizational citizenship behaviour. The results of the one-stage meta-analytic structural equation modelling and the two-stage structural equation modelling both suggest that the empirical framework is a more accurate representation of the correlates to organizational citizenship behaviour.

In the wider literature that the data used for the one-stage meta-analytic structural equation modelling was drawn from, there appears to be a pathway moving from positive job attitudes through engagement, potentially resulting in increased levels of organizational citizenship behaviour. In the New Zealand based civil society sector sample's data used for the two-stage structural equation modelling, the processes leading to organizational citizenship behaviour may have been slightly different. This difference could potentially be due to the unique setting that is New Zealand's civil society sector.

The overarching aim of the current thesis was to provide insight into organizational citizenship behaviour in New Zealand's civil society sector. The researcher feels that the current thesis has done just that. The findings of the current thesis increase the understanding of the correlates to organizational citizenship behaviour in the civil society

sector in New Zealand, whilst at the same time presenting exciting opportunities for continued research in this space. It is hoped that by increasing the understanding of organizational citizenship behaviour in New Zealand's civil society sector, the current thesis will contribute to people's livelihoods in New Zealand, and also contribute towards societal wellbeing.

9 References

References marked with an asterisk indicate studies included in the meta-analysis and references marked with an octothorpe indicate studies that were used for the fit indices comparisons.

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10 Appendices

10.1 Appendix A: Participant Information Sheet

An Investigation into Organizational Citizenship Behaviours in Civil Society Organizations

Who is doing this research?

My name is by Steven Langdon and I am a PhD student in the School of Psychology at Massey University, New Zealand. My supervisors for this project are Dr Richard Fletcher and Professor Stuart Carr (School of Psychology, Massey University). I am particularly interested in helping behaviours in civil society organizations and I am hoping my project will contribute to the growing body of literature understanding work-related helping behaviours of employees working for civil society organizations.

What is this research about?

This study aims to test a novel theoretical model that investigates the processes that lead to Organizational Citizenship Behaviour (OCB) in Civil Society Organizations (CSOs). This is interesting because of the unique employment relationships in CSOs. Employees of CSOs have high levels of commitment towards the organizational mission, which creates an interesting setting for OCB research.

What are Organizational Citizenship Behaviours (OCBs)?

OCBs could be considered voluntary acts that are carried out willingly and pleasantly at work. Employees are not forced to behave in this manner and they do not expect any kind of formal reward for this behaviour.

Who can take part?

If you are over the age of 18 years and currently work for a civil society organization, I would like to invite you to take part in this research project.

What will you be asked to do?

Your participation in this project involves completing a set of online questionnaires that look into your organizational citizenship behaviour and a series of predicting variables. The data from the questionnaires will be used to assess the suggested relationships between the variables. It is expected that it will take 30 minutes to complete the questionnaires.

Random Prize Draw

Every participant that completes this questionnaire (and provides their contact email address) will go in to the draw to win a Series 3 42mm Apple Watch worth $529. The winner of this watch will be notified via email at the conclusion of the data collection period.

What are my rights as a participant?

If you decide to take part in the in this project, you can choose to skip or not respond to any of the questions asked and ask any questions about the study at any time. You are under no obligation to accept this invitation. All information we obtain from you will be stored in a secure and confidential fashion, and only used for the purposes of this research. All information gathered by this project will be used anonymously; your name will not be used. Upon completion of the research project, you will be sent a summary of the project findings if you desire. If at any time you feel participation in this study raises any concerns for you that you would like to discuss further, you can contact Steven who will be able to provide you with assistance.

Emotional Harm and Support Services

Some sensitive questions in the questionnaires may have potential to cause emotional harm. If you experience this as a result of taking part in this study you should contact the Lifeline for support services at no cost;

Lifeline: phone 0800 543 354

If you would like to speak to a clinical psychologist you can contact The Centre for Psychology, Massey University, Auckland; phone 09 213 6095 or email centreforpsychology@massey.ac.nz. Appointments with The Centre for Psychology will cost $140 per hour to see a clinical psychologist and $70 per hour to see an intern clinical psychologist.

Contact Information

Please feel free to contact the researcher and/or the primary supervisor if you have any questions about this project.

Researcher	**Primary Supervisor**
Steven Langdon School of Psychology Massey University Auckland New Zealand 0210748661 S.Langdon1@massey.ac.nz	Dr Richard Fletcher School of Psychology Massey University Auckland New Zealand +64 (09) 414 0800 ext. 43096 R.B.Fletcher@massey.ac.nz

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application NOR 18/38. If you have any concerns about the conduct of this research, please contact Associate Professor Ajmol Ali (Acting Chair), Massey University Human Ethics Committee: Northern, email humanethicsnorth@massey.ac.nz .

10.2 Appendix B: Participant Consent Statement, Demographic Questions, Statement of Thanks, and Prize Draw Entry Form

An Investigation into Organizational Citizenship Behaviours in Civil Society Organizations

PARTICIPANT CONSENT

Completion of this questionnaire implies consent. By completing the questionnaire, it is assumed that you have read the information provided about this study and that you agree to participate in this study under the conditions outlined in the information section. If you have questions about this project, you can contact the researcher (Steven Langdon – S.Langdon1@massey.ac.nz) at any time.

At the completion of this questionnaire, you have the option of following a link to a separate questionnaire to provide your email address to the researcher. By doing this your contact details will be kept completely separate from your responses to the Investigation into Organizational Citizenship Behaviours in Civil Society Organizations questionnaire.

I agree to participate in this study under the conditions set out in the Information Sheet. (Please click on the 'Yes' choice if you wish to proceed).

Yes

No

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application NOR 18/38. If you have any concerns about the conduct of this research, please contact Associate Professor Ajmol Ali (Acting Chair), Massey University Human Ethics Committee: Northern, email humanethicsnorth@massey.ac.nz .

An Investigation into Organizational Citizenship Behaviours in Civil Society Organizations

Demographics

What is your gender?

Male

Female

Other

How old are you? (years) ___

What is the highest qualification you have achieved?

School certificate or NCEA Level 1

University Entrance, Bursary or NCEA Level 3

Tertiary certificate or diploma (not a degree)

Bachelor's degree (For example: BA, BSc)

Postgraduate (For example: Masters, PhD or postgraduate diploma)

What organization do you currently work at? _____

How long have you worked at your current organization? ____

How long have you worked in the Civil Society sector? ____

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application NOR 18/38. If you have any concerns about the conduct of this research, please contact Associate Professor Ajmol Ali (Acting Chair), Massey University Human Ethics Committee: Northern, email humanethicsnorth@massey.ac.nz .

An Investigation into Organizational Citizenship Behaviours in Civil Society Organizations

Thank you for taking part in the Investigation into Organizational Citizenship Behaviours Civil Society Organizations research project. If you are interested in receiving a summary of the results from this study and going into the draw to win a Series 3 42mm Apple Watch, please click the >> Next button at the bottom of this page. This will direct you to an anonymous page to send the researcher your contact details (These details will not be attached to your responses to the questionnaire you have just completed).

Your email address will only be used for the purposes of sending a summary of this study's results to you and contacting you if you win the Series 3 42mm Apple Watch.

NEXT --->

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application NOR 18/38. If you have any concerns about the conduct of this research, please contact Associate Professor Ajmol Ali (Acting Chair), Massey University Human Ethics Committee: Northern, email humanethicsnorth@massey.ac.nz .

An Investigation into Organizational Citizenship Behaviours in Civil Society Organizations

Thank you for taking part in the Investigation into Organizational Citizenship Behaviours in Civil Society Organizations research project. If you are interested in receiving a summary of the results from this study, please fill put your email address below.

Email Address: _____

Your email address will be stored separately from your answers to the previous questionnaire. Your responses will not be able to be identified by giving the researcher your email address. Your email address will only be used for the purposes of sending a summary of this study's results to you.

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application NOR 18/38. If you have any concerns about the conduct of this research, please contact Associate Professor Ajmol Ali (Acting Chair), Massey University Human Ethics Committee: Northern, email humanethicsnorth@massey.ac.nz .

10.3 Appendix C: Organizational Citizenship Behaviour Scale

The following statements are about what you do at work. Please read each statement carefully and decide if you have ever performed this behaviour whilst you are at work. You need to decide if you agree or disagree with the statement. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Altruism

Help others who have been absent

Help others who have heavy workloads

Help orient new people even though it is not required

Willingly helps others who have work related problems

Always ready to lend a helping hand to those around me

Conscientiousness

Attendance at work is above the norm

Do not take extra breaks

Obey company rules and regulations even when no one is watching

Is one of the most conscientious employees

Believes in giving an honest day's work for an honest day's pay

Consume a lot of time complaining about trivial matters (R)

Sportsmanship

Always focus on what's wrong, rather than the positive side (R)

Tend to make "mountains out of molehills" (R)

Always finds fault with what the organization is doing (R)

Is the classic "squeaky wheel" that always needs greasing (R)

Courtesy

Takes steps to try to prevent problems with other workers

Is mindful of how my behaviour affects other people's jobs

Does not abuse the rights of others

Tries to avoid creating problems for co-workers

Considers the impact of my actions on co-workers

Civic Virtue

Attend meetings that are not mandatory, but are considered important

Attend functions that are not required, but help the company image

Keeps abreast of changes in the organization

Read and keep up with organization announcements, memos, and so on

10.4 Appendix D: Work and Well-Being Survey (UWES-9)

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1-6) that best describes how frequently you feel that way.

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1) At my work, I feel bursting with energy

2) At my job, I feel strong and vigorous

3) I am enthusiastic about my job

4) My job inspires me

5) When I get up in the morning I feel like going to work

6) I feel happy when I am working intensely.

7) I am proud of the work that I do

8) I am immersed in my work

9) I get carried away when I am working

10.5 Appendix E: Psychological Time Demands Scale

The following 6 statements are to do with your perceived time demands in your current role. Please read each statement carefully and decide if you ever feel this way about your job. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree 1	Moderately Disagree 2	Agree 3	Moderately Agree 4	Strongly Agree 5

Items

1) In my free time, I never know when work will call or page me about a problem.
2) I am often pressured to work overtime.
3) I do not have time to step back and process or reflect on the work I'm doing.
4) When I get home, I can easily relax and "switch off" work.
5) People close to me say I sacrifice too much for my job.
6) Work rarely lets me go; it is still on my mind when I go to bed.

10.6 Appendix F: Job Security Scale

The following 10 statements are about how you perceive your job security at work. Please read each statement carefully and decide if you ever feel this way about your job. Indicate the strength of your agreement or disagreement with each statement by crossing the number (from 1-7) that best describes your opinion of the statement.

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

1) I will be able to keep my present job as long as I wish.
2) My current organization will not cut back on the number of hours I work each week.
3) If my current organization were facing economic problems, my job would be the first to go (reverse scored).
4) I am confident that I will be able to work for my organization as long as I wish.
5) My job will be there as long as I want it.
6) If my job were eliminated, I would be offered another job in my current organization.
7) Regardless of economic conditions, I will have a job at my current organization.
8) I am secure in my job.
9) My current organization would transfer me to another job if I were laid off from my present job.
10) My job is not a secure one (reverse scored).

10.7 Appendix G: Climate for Inclusion Scale (Shortened)

The following 15 statements are to do with how you perceive your current organizations workplace environment. Please read each statement carefully and decide if you ever feel this way about your job. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree 1	Moderately Disagree 2	Agree 3	Moderately Agree 4	Strongly Agree 5

Foundation of Equitable Employment Practises

This [unit] has a fair promotion process.

The performance review process is fair in this [unit].

This [unit] invests in the development of all of its employees.

Employees in this [unit] receive “equal pay for equal work.”

This [unit] provides safe ways for employees to voice their grievances.

Integration of Differences

This [unit] is characterized by a non-threatening environment in which people can reveal their “true” selves.

This [unit] values work-life balance.

This [unit] commits resources to ensuring that employees are able to resolve conflicts effectively.

Employees of this [unit] are valued for who they are as people, not just for the jobs that they fill.

In this [unit], people often share and learn about one another as people.

This [unit] has a culture in which employees appreciate the differences that people bring to the workplace.

Inclusion in Decision Making

In this [unit], employee input is actively sort.

In this [unit], everyone's ideas for how to do things better are given serious

consideration.

In this [unit], employees' insights are used to rethink or redefine work practices.

Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered.

10.8 Appendix H: Organizational Commitment

The following 15 statements are investigating your current level of organizational commitment. Please read each statement carefully and decide if you ever feel this way about your job. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Affective Commitment

I would be very happy to spend the rest of my career with this organization.

I really feel as if this organization's problems are my own.

I do not feel a strong sense of "belonging" to my organization (Reverse scored).

I do not feel "emotionally attached" to this organization (Reverse scored).

I do not feel like "part of the family" at my organization (Reverse scored).

This organization has a great deal of personal meaning for me.

Continuance Commitment

Right now, staying with my organization is a matter of necessity as much as desire.

It would be very hard for me to leave my organization right now, even if I wanted to.

Too much of my life would be disrupted if I decided I wanted to leave my organization now.

I feel that I have too few options to consider leaving this organization.

If I had not already put so much of myself into this organization, I might consider working elsewhere.

One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment

I do not feel any obligation to remain with my current employer (Reverse scored).

Even if it were to my advantage, I do not feel it would be right to leave my organization now.

I would feel guilty if I left my organization now.

This organization deserves my loyalty.

I would not leave my organization right now because I have a sense of obligation to the people in it.

I owe a great deal to my organization.

10.9 Appendix I: Citizenship Motives Scale

The following 30 questions will be used to assess your motivation behind some of your workplace behaviours. Please read each statement carefully and decide if you ever feel this way about your job. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Not at all Important					Extremely Important
1	2	3	4	5	6

Organizational Concern

Because I want to understand how the organization works.

Because I care what happens to the company.

Because I want to be fully involved in the company.

Because I feel pride in the organization.

Because the organization values my work.

Because I have a genuine interest in my work.

Because I want to be a well-informed employee.

To keep up with the latest developments in the organization.

Because the organization treats me fairly.

Because I am committed to the company.

Prosocial Values

Because I feel it is important to help those in need.

Because I believe in being courteous to others.

Because I am concerned about other people's feelings.

Because I want to help my co-workers in any way I can.

Because it is easy for me to be helpful.

Because I like interacting with my co-workers.

To have fun with my co-workers.

To get to know my co-workers better.

To be friendly with others.

Because I can put myself in other people's shoes.

Impression Management

To avoid looking bad in front of others.

To avoid looking lazy.

To look better than my co-workers.

To avoid a reprimand from my boss.

Because I fear appearing irresponsible.

To look like I am busy.

To stay out of trouble.

Because rewards are important to me.

Because I want a raise.

To impress my co-workers.

10.10 Appendix J: Servant Leadership Questionnaire

The following 25 questions will be interested in your perceptions of your workplaces leadership. Please read each statement carefully and decide if you ever feel this way about your job. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree 1	Moderately Disagree 2	Moderately Agree 3	Strongly Agree 4

Altruistic calling

This person puts my best interests ahead of his/her own.

This person does everything he/she can to serve me.

This person sacrifices his/her own interests to meet my needs.

This person goes above and beyond the call of duty to meet my needs.

Emotional healing

This person is one I would turn to if I had a personal trauma.

This person is good at helping me with my emotional issues.

This person is talented at helping me to heal emotionally.

This person is one that could help me mend my hard feelings.

Wisdom

This person seems alert to what's happening.

This person is good at anticipating the consequences of decisions.

This person has great awareness of what is going on.

This person seems in touch with what's happening.

This person seems to know what is going to happen.

Persuasive mapping

This person offers compelling reasons to get me to do things.

This person encourages me to dream "big dreams" about the organization.

This person is very persuasive.

This person is good at convincing me to do things.

This person is gifted when it comes to persuading me.

Organizational stewardship

This person believes that the organization needs to play a moral role in society.

This person believes that our organization needs to function as a community.

This person sees the organization for its potential to contribute to society.

This person encourages me to have a community spirit in the workplace.

10.11 Appendix K: Comprehensive Compensation Questionnaire

Please rate how much you agree or disagree with the following 29 items. Read each statement carefully and decide how satisfied you feel about this statement in your current role. Please indicate if you agree or disagree with each statement by selecting the number that most closely matches your opinion.

Strongly Disagree	Moderately Disagree	Agree	Moderately Agree	Strongly Agree
1	2	3	4	5

Pay level

Size of my current salary.

My take home pay.

My current salary.

My overall level of pay.

Pay structure

The pay differences between jobs at different organizational levels.

Pay of other jobs in the organization.

Differences in pay among jobs in the organization.

The pay differences between my job and jobs one level above mine in the pay hierarchy.

The pay differences between my job and jobs one level below mine in the pay hierarchy.

Pay raise

The size of recent pay increases.

The size of my most recent raise.

The size of raises I have typically received in the past.

How my raises are determined.

Variable pay procedures

The way bonuses, incentives, and commissions are used in this organization.

The procedures and criteria used in determining forms of pay such as bonuses, incentives, and commissions.

How my bonuses are determined.

Benefit level

My benefit package.

Amount the organization pays toward my benefits.

The value of my benefits.

The number of benefits I receive.

Benefit determination

The say I have in the benefits I receive.

Employee involvement in benefit planning.

The choice employees have in the benefits they receive.

Benefit administration

What I am told about my benefits.

The information I receive about my benefits.

How the benefits program is administered.

The effectiveness of the system that provides my benefits.

The arrangements my organization has made for the delivery of my benefits.

The efficiency with which benefits are provided.

10.12 Appendix L: The New Zealand Standard Classification of Non-Profit Organisations (NZSCNPO) Major Group Category Criteria

Table 42

The Statistics New Zealand (2006) New Zealand Standard Classification of Non-Profit Organisations (NZSCNPO).

Activity Group	Group Membership Criteria
1	Many arts groups, especially at a local level (e.g. arts societies, film societies) and also some of the most prestigious national cultural groups e.g. ballet, opera
	Most sports groups, especially at the club level
	Some local community newspapers and radio stations
	Many museums and galleries, often smaller ones; not owned by local government or commercial operations
	Service clubs (e.g., Lions, Rotary)
2	Some primary and secondary schools
	Many, often smaller, tertiary education providers
	Most informal and small adult or community education
	Some research, which is undertaken by non-profit bodies, mostly in medicine and social sciences
	Most early childhood services
3	A small number of union and community health services, and all Primary Health Care Organizations (PHOs)
	A few church and other private hospitals which are non-profit
	Most palliative care services
	A large number of mostly smaller and non-residential mental health services, including iwi providers
	Some rest homes and aged care hospitals providing care for older people
	A wide range of non-profit organizations providing disability health services
	Most ambulance services, air rescue services, and surf patrols
	Most emergency services
	Some support services for children provided by non-profit organizations
4	Most providers of social services, including iwi providers (non-profit organizations are especially significant providers in disability services, in family services and in community services for older people)
	Non-profit employment services and Non-profit emergency services
	Some support services for children provided by non-profit organisations
5	Most environment and animal protection groups
6	Limited direct housing provision, especially social housing
	Neighbourhood centres and houses and most community development projects (except those provided by local government)
	Employment and training groups, e.g. industry training organizations
7	Advocacy groups representing particular and local interests
	Political parties
	Legal aid services, such as community law centres
8	Volunteer promotion and brokerage groups, such as volunteer centres
	Philanthropic trusts and foundations (e.g. family trusts, community trusts, gaming trusts)
9	Most overseas aid and development organizations
10	Churches, mosques, temples, synagogues
	Almost all other religious organizations (except where they fit within another category, e.g. church social services, religious hospitals, church schools)
11	Chambers of Commerce
	Professional associations, trade unions, business associations
12	Organizations where it is not clear which ICNPO category they should be assigned to

10.13 Appendix M: Equations for the Non-Independence Estimate Calculations: ICC

The equations used to calculate the estimates needed to assess this thesis' organizational citizenship behaviour data's non-independence.

The ICC (1) estimate:

$$ICC\ (1) = \frac{MSB - MSW}{MSB + [(k-1) * MSW]} \quad (1)$$

K in Equation 1 was calculated using Haggard's (1958) formula for N_G:

$$N_G = \frac{1}{k-1}\left(\sum_{i=1}^{k} N_i - \frac{\sum_{i=1}^{k} N_i^2}{\sum_{i=1}^{k} N_i}\right) \quad (2)$$

The ICC (2) estimate:

$$ICC\ (2) = \frac{MSB - MSW}{MSB} \quad (3)$$

The first equation for the *F* tests:

$$F_{k-1,k(n-1)} = \frac{MSB}{MSW}$$

(4)

The second equation for the *F* tests:

$$F_{k(n-1),k-1} = \frac{MSB}{MSW}$$

(5)

10.14 Appendix N: Equations for Calculating the Within-Groups Agreement: r_{wg}

The equations used to calculate the within-groups agreement indices.

The r_{WGp} estimate:

$$r_{WGp} = 1 - \frac{S_{X.\tau}^2}{\sigma_E^2} \tag{6}$$

The $r_{WGp(j)}$ estimate:

$$r_{WGp(J)} = \frac{J(1 - \frac{S_{X.\tau_{(j)}}^{-2}}{\sigma_E^2})}{J(1 - \frac{S_{X.\tau_{(j)}}^{-2}}{\sigma_E^2}) + (\frac{S_{X.\tau_{(j)}}^{-2}}{\sigma_E^2})} \tag{7}$$

The r_{wg} estimate:

$$r_{WG} = 1 - \frac{S_X^2}{\sigma_E^2} \tag{8}$$

The $r_{wg(J)}$ estimate:

$$r_{WG(J)} = \frac{J(1 - \frac{S_{X_j}^{-2}}{\sigma_E^2})}{J(1 - \frac{S_{X_j}^{-2}}{\sigma_E^2}) + (\frac{S_{X_j}^{-2}}{\sigma_E^2})} \quad (9)$$

Table 43

The Observed Variance (S^2_X) Values Used to Calculate the r_{wg} Estimates for the Twelve Groups Across the Five Organizational Citizenship Behaviour Subscales, and the Mean Observed Variances Used to Calculate the $r_{WGp(J)}$ Estimate for the Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour - Individual (OCBI), and Organizational Citizenship Behaviour - Organizational (OCBO) Scales.

	S^2_X					S^{-2}_X		
Group	Altruism	Conscientiousness	Sportsmanship	Courtesy	Civic Virtue	OCB	OCBI	OCBO
1	0.56	0.41	0.58	0.37	0.39	0.46	0.44	0.49
2	1.52	1.28	1.99	1.36	1.33	1.50	1.40	1.63
3	1.46	0.78	0.96	0.88	1.04	1.02	1.12	0.87
4	1.08	0.43	0.52	0.37	0.48	0.58	0.64	0.47
5	0.34	0.77	0.49	0.70	0.47	0.55	0.51	0.63
6	1.34	0.51	0.67	1.19	0.81	0.91	1.11	0.59
7	0.70	0.46	0.59	0.30	0.59	0.53	0.53	0.53
8	0.52	0.71	0.97	0.38	0.35	0.59	0.42	0.84
9	0.78	0.99	1.19	0.86	0.82	0.93	0.82	1.09
10	1.72	2.03	1.82	1.86	1.60	1.81	1.73	1.93
11	0.98	0.95	1.16	0.40	0.81	0.86	0.73	1.05
12	1.15	0.97	1.11	0.88	1.21	1.07	1.08	1.04

10.15 Appendix O: A Reproduction of LeBreton and Senter's (2008) Table Used to Find the σ^2_E Values for r_{wg} Based Estimates

Table 44

Expected Error Variances (σ^2_E) Based on the Proportion of Individuals Endorsing Each Response Option. Used for Determining the Expected Error Variance in the r_{wg} Indices.

	Proportion Endorsing Each Value (5-Point to 11 Point Scale)											
Response Option	1	2	3	4	5	6	7	8	9	10	11	σ^2_E
Distributions: 5-point scale												
Slight skew	.05	.15	.20	.35	.25							1.34
Moderate skew	.00	.10	.15	.40	.35							0.90
Heavy skew	.00	.00	.10	.40	.50							0.44
Triangular	.11	.22	.34	.22	.11							1.32
Normal	.07	.24	.38	.24	.07							1.04
Uniform	.20	.20	.20	.20	.20							2.00
Distributions: 6-point scale												
Slight skew	.05	.05	.17	.20	.33	.20						1.85
Moderate skew	.00	.05	.10	.15	.40	.30						1.26
Heavy skew	.00	.00	.05	.10	.40	.45						0.69
Triangular	.05	.15	.30	.30	.15	.05						1.45
Normal	.05	.10	.35	.35	.10	.05						1.25
Uniform	.17	.17	.17	.17	.17	.17						2.92
Distributions: 7-point scale												
Slight skew	.05	.05	.10	.15	.15	.30	.20					2.90
Moderate skew	.00	.05	.10	.10	.15	.35	.25					2.14
Heavy skew	.00	.00	.05	.10	.15	.30	.40					1.39
Triangular	.05	.10	.20	.30	.20	.10	.05					2.10
Normal	.02	.08	.20	.40	.20	.08	.02					1.40
Uniform	.14	.14	.14	.14	.14	.14	.14					4.00
Distributions: 8-point scale												
Slight skew	.03	.03	.07	.12	.12	.18	.25	.20				3.47
Moderate skew	.00	.03	.08	.11	.15	.19	.25	.19				2.79
Heavy skew	.00	.00	.05	.10	.10	.15	.25	.35				2.35
Triangular	.03	.10	.16	.21	.21	.16	.10	.03				2.81
Normal	.01	.05	.16	.28	.28	.16	.05	.01				1.73
Uniform	.13	.13	.13	.13	.13	.13	.13	.13				5.25

(Table continues Below)

	Proportion Endorsing Each Value (5-Point to 11 Point Scale)											
Response Option	1	2	3	4	5	6	7	8	9	10	11	σ^2_E
Distributions: 9-point scale												
Slight skew	.05	.05	.08	.08	.10	.10	.16	.22	.16			5.66
Moderate skew	.03	.03	.05	.07	.08	.10	.14	.29	.21			4.73
Heavy skew	.00	.00	.05	.05	.10	.10	.15	.25	.30			3.16
Triangular	.03	.05	.10	.17	.30	.17	.10	.05	.03			3.00
Normal	.00	.03	.08	.20	.38	.20	.08	.03	.00			1.58
Uniform	.11	.11	.11	.11	.11	.11	.11	.11	.11			6.67
Distributions: 10-point scale												
Slight skew	.03	.03	.05	.08	.10	.10	.12	.12	.20	.17		6.30
Moderate skew	.00	.03	.03	.08	.08	.10	.10	.13	.25	.20		5.09
Heavy skew	.00	.00	.00	.05	.08	.10	.10	.12	.25	.30		3.46
Triangular	.00	.05	.08	.12	.25	.25	.12	.08	.05	.00		2.89
Normal	.00	.00	.05	.15	.30	.30	.15	.05	.00	.00		1.45
Uniform	.10	.10	.10	.10	.10	.10	.10	.10	.10	.10		8.25
Distributions: 11-point scale												
Slight skew	.02	.03	.03	.08	.08	.09	.10	.11	.12	.20	.14	7.31
Moderate skew	.00	.03	.03	.05	.07	.09	.09	.12	.12	.22	.18	6.32
Heavy skew	.00	.00	.00	.03	.05	.07	.08	.12	.15	.20	.30	4.02
Triangular	.00	.03	.07	.10	.15	.30	.15	.10	.07	.03	.00	3.32
Normal	.00	.00	.02	.08	.20	.40	.20	.08	.02	.00	.00	1.40
Uniform	.09	.09	.09	.09	.09	.09	.09	.09	.09	.09	.09	10.00

Note. Proportions used to estimate variance associated with a quasinormal distribution were obtained using the procedures described in Smith (1970). Adapted from "Answers to 20 questions about interrater reliability and interrater agreement" by J.M. LeBreton and J.L. Senter, 2008, *Organizational Research Methods, 11*, pp. 832-833.

10.16 Appendix P: Bivariate Correlations Between All Scales and Subscales

Table 45

Bivariate Correlation Matrix for Total Scores and Sub Scale Scores for All Target Variables in this Thesis.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
Organizational Citizenship Behaviour																																												
Organizational Citizenship Behaviour - Individual	.92**																																											
Organizational Citizenship Behaviour - Organizational	.85**	.63**																																										
Altruisim	.74**	.90**	.50**																																									
Conscientiousness	.84**	.60**	.88**	.49**																																								
Sportsmanship	.56**	.30**	.68**	.19**	.40**																																							
Courtesy	.75**	.81**	.58**	.48**	.53**	.30**																																					
Civic Virtue	.80**	.65**	.79**	.50**	.59**	.27**	.61**																																				
Engagement	.52**	.40**	.53**	.33**	.51**	.20**	.35**	.50**																																			
Vigor	.46**	.33**	.48**	.29**	.46**	.25**	.27**	.41**	.90**																																		
Dedication	.50**	.38**	.50**	.30**	.46**	.22**	.351**	.50**	.92**	.79**																																	
Absorption	.40**	.32**	.40**	.25**	.42**	.07	.30**	.43**	.82**	.55**	.64**																																
Burnout	.00	.13*	-.09**	.11*	-.04	-.32**	.10*	.08	-.10*	-.21**	-.15**	.06																															
Exhaustion	-.11*	.03	-.20**	.05	-.13**	-.36**	.00	-.02	-.24**	-.35**	-.25**	-.04	.84**																														
Cynicism	-.21**	-.04	-.32**	-.03	-.25**	-.37**	-.04	-.13*	-.41**	-.44**	-.46**	-.17**	.74**	.58**																													
Professional Efficacy	.34**	.25**	.35**	.19**	.32**	.16**	.25**	.34**	.51**	.45**	.51**	.38**	.29**	-.08	-.22**																												
Psychological Time Demands	.01	.02	-.01	.05	.09	-.23**	-.02	.09	.00	-.10*	.00	.15**	.36**	.45**	.21**	.02																											
Job Security	.29**	.25**	.28**	.22**	.23**	.20**	.20**	.23**	.35**	.36**	.34**	.21**	-.05	-.12*	-.19**	.24**	-.10*																										
Inclusive Climate	.06	.07	.02	.07	.04	-.01	.02	.11*	.17**	.19**	.19**	.08	-.25**	-.30**	-.43**	.36**	-.09	.15**																								
Foundation of Equitable Employment Practices	.31**	.23**	.32**	.17**	.24**	.25**	.24**	.28**	.44**	.43**	.47**	.27**	-.22**	-.27**	-.41**	.32**	-.20**	.40**	.89**																							
Integration of Differences	.35**	.30**	.34**	.21**	.24**	.31**	.31**	.28**	.46**	.46**	.49**	.28**	-.22**	-.31**	-.39**	.34**	-.30**	.33**	.92**	.76**																						
Inclusion in Decision Making	.04	.06	-.01	.06	.03	.00	.01	.08	.10*	.14**	.12*	.07	-.21**	-.22**	-.37**	.34**	-.01	.03	.90**	.35**	.45**																				
Organizational Commitment	.24**	.20**	.23**	.19**	.24**	.05	.15**	.23**	.33**	.21**	.36**	.34**	.12*	.16**	-.11*	.21**	.25**	.09	.22**	.17**	.20**	.21**																			
Affective Commitment	.80**	.89**	.59**	.98**	.61**	.21**	.49**	.55**	.39**	.34**	.35**	.31**	.10	.03	-.06	.22**	.10*	.24**	.07	.19**	.22**	.06	.24**																		
Continuance Commitment	.85**	.60**	.91**	.47**	.93**	.62**	.54**	.55**	.48**	.45**	.44**	.36**	-.12*	-.21**	-.32**	.32**	-.04	.24**	.05	.26**	.29**	.03	.20**	.55**																	
Normative Commitment	.80**	.66**	.78**	.40**	.58**	.80**	.77**	.53**	.34**	.31**	.34**	.22**	-.11*	-.19**	-.25**	.24**	-.14**	.26**	.05	.30**	.37**	.04	.10*	.42**	.69**																
Citizenship Motivation	.35**	.39**	.25**	.36**	.28**	.03	.32**	.28**	.48**	.42**	.45**	.39**	.16**	.05	-.05	.31**	.09	.13*	.27**	.23**	.29**	.20**	.35**	.37**	.26**	.19**														
Organizational Concern	.53**	.46**	.49**	.40**	.43**	.24**	.40**	.49**	.69**	.61**	.70**	.51**	-.06	-.16**	-.37**	.46**	.06	.32**	.55**	.52**	.54**	.41**	.43**	.43**	.43**	.38**	.67**														
Prosocial Values	.46**	.51**	.35**	.46**	.33**	.14**	.42**	.37**	.52**	.41**	.49**	.46**	.07	-.03	-.15**	.34**	-.02	.10*	.30**	.22**	.35**	.22**	.31**	.46**	.34**	.31**	.73**	.63**												
Impression Management	-.10*	-.01	-.16**	.00	-.06	-.21**	-.03	-.12*	-.04	-.01	-.07	-.02	.24**	.21**	.26**	-.03	.11*	-.09	-.13*	-.13*	-.13*	-.09	.06	.00	-.10	-.16**	.67**	-.02	.10											
Servant Leadership	.21**	.18**	.19**	.17**	.13**	.16**	.14**	.18**	.38**	.36**	.39**	.24**	-.13*	-.15**	-.28**	.22**	-.17**	.27**	.61**	.56**	.57**	.49**	.27**	.16**	.17**	.18**	.31**	.48**	.29**	-.03										
Altruistic Calling	.18**	.14**	.19**	.12*	.13*	.16**	.11*	.16**	.34**	.33**	.35**	.23**	-.15**	-.15**	-.29**	.18**	-.13*	.29**	.57**	.56**	.54**	.42**	.24**	.13*	.17**	.15**	.22**	.41**	.20**	-.07	.83**									
Emotional Trauma	.12*	.11*	.11*	.12*	.05	.13**	.06	.09	.27**	.29**	.29**	.14**	-.18**	-.20**	-.23**	.13*	-.21**	.22**	.45**	.43**	.42**	.34**	.18**	.11*	.09	.10*	.25**	.37**	.24**	-.01	.79**	.69**								
Wisdom	.17**	.15**	.16**	.11*	.11*	.16**	.14**	.13*	.29**	.31**	.31**	.15**	-.11*	-.15**	-.24**	.21**	-.22**	.22**	.55**	.50**	.52**	.45**	.16**	.10*	.15**	.18**	.24**	.36**	.21**	-.01	.87**	.66**	.59**							
Persuasive Mapping	.16**	.16**	.14*	.17**	.12*	.06	.09	.16**	.30**	.24**	.29**	.26**	-.03	-.03	-.16**	.14**	-.05	.18**	.44**	.40**	.39**	.40**	.25**	.17**	.13*	.09	.28**	.38**	.23**	.02	.82**	.57**	.54**	.64**						
Organizational Stewardship	.23**	.20**	.22**	.15**	.18**	.13**	.20**	.21**	.37**	.33**	.38**	.26**	-.06	-.10	-.23**	.22**	-.06	.21**	.51**	.45**	.50**	.43**	.30**	.15**	.18**	.21**	.26**	.45**	.28**	-.07	.77**	.51**	.42**	.61**	.613**					
Compensation Satisfaction	.12	.17*	.07	.15*	.07	.09	.14	.06	.05	.07	.04	.05	.06	.08	.01	.05	.02	.01	.10	.14	.05	.04	.09	.13	.10	.11	.28**	.11	.10	.32**	.14	.15*	.19**	.16*	.08	.02					
Pay Level Satisfaction	.13	.15*	.10	.11	.10	.07	.14	.09	.10	.13	.11	.03	.02	.04	-.05	.06	-.01	-.02	.15*	.21**	.11	.05	.06	.10	.12	.11	.27**	.170*	.14	.23**	.12	.12	.17*	.11	.09	.04	.79**				
Pay Structure Satisfaction	.13	.17*	.08	.14	.11	.06	.15*	.07	.12	.15*	.10	.08	.12	.11	.04	.08	.12	.00	.09	.15*	.04	.05	.01	.12	.13	.12	.28**	.13	.09	.30**	.14	.12	.15*	.17*	.13	.02	.82**	.70**			
Pay Rise Satisfaction	.10	.12	.06	.10	.07	.09	.10	.05	.05	.04	.05	.08	.04	.08	-.01	.02	.00	-.05	.13	.17*	.05	.10	.11	.10	.08	.09	.27**	.13	.11	.29**	.14	.18*	.17*	.16*	.06	.01	.84**	.71**	.74**		
Variable Pay Procedures Satisfaction	.06	.09	.03	.10	.06	.02	.06	.00	-.03	-.03	-.06	.01	.12	.13	.12	-.02	.09	-.12	-.01	.01	-.01	-.02	.21**	.11	.03	.04	.23**	.03	.09	.30**	.03	.06	.08	.05	-.03	-.04	.81**	.52**	.58**	.73**	
Benefit Level Satisfaction	.10	.15*	.05	.11	.07	.08	.14	.02	-.01	.01	-.05	.01	-.03	-.01	-.07	.02	-.04	.06	.10	.17*	.08	.01	.07	.10	.09	.11	.19*	.06	.06	.23**	.08	.12	.06	.11	.04	.02	.84**	.61**	.57**	.66**	.69**	
Benefit Determination Satisfaction	.12	.15	.08	.15*	.03	.11	.09	.10	.04	.03	.02	.06	.09	.07	.05	.07	.04	.08	.08	.06	.08	.06	.10	.13	.06	.10	.19*	.06	.03	.25**	.13	.12	.20**	.14	.06	-.01	.82**	.46**	.55**	.56**	.65**	.64**	
Benefit Administration Satisfaction	.13	.18*	.09	.17*	.06	.11	.13	.06	.09	.11	.05	.06	.09	.03	.05	.12	-.06	.04	.06	.08	.07	.01	.04	.14	.11	.11	.24**	.08	.07	.30**	.14	.11	.18*	.19*	.05	.04	.85**	.50**	.57**	.56**	.60**	.71**	.86**

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

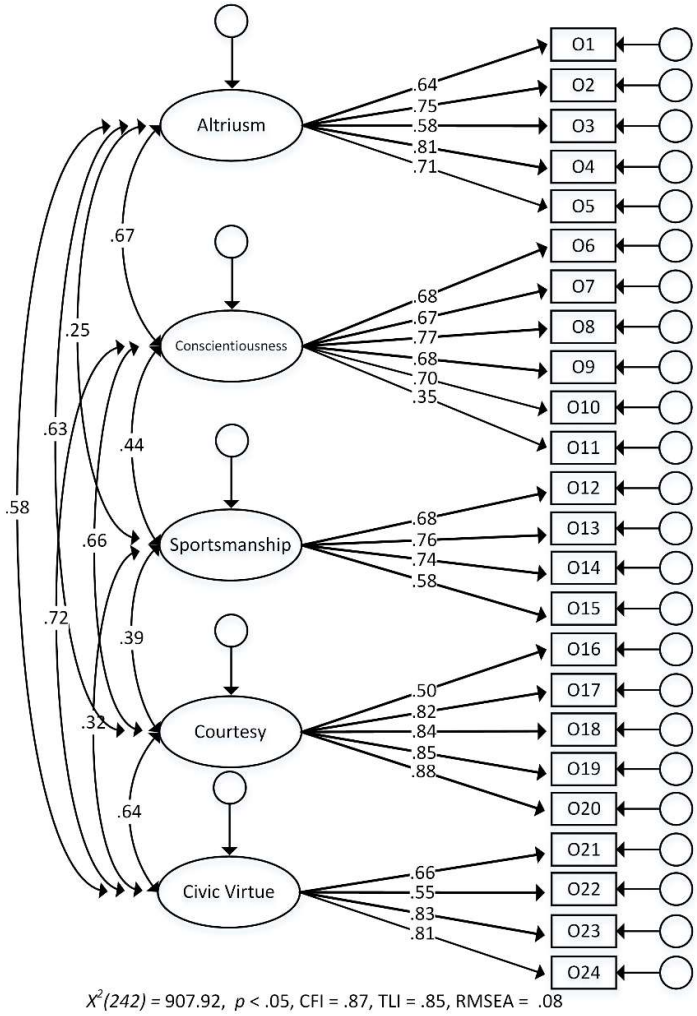
10.17 Appendix Q: First-Order Confirmatory Factor Analysis Results

10.17.1 Organizational Citizenship Behaviour: Overall, Individual, and Organizational

Organizational Citizenship Behaviour. Figure 20 and Table 46 present the results from the first-order confirmatory factor analysis for organizational citizenship behaviour, as measured by Podsakoff, MacKenzie, Moorman, and Fetter's (1990) organizational citizenship behaviour scale. As displayed in Figure 20, there were significant correlations ($p < .001$) between all five of the organizational citizenship behaviour subscales, ranging from $r = .25$ for the relationship between sportsmanship and altruism, to $r = .72$ between civic virtue and conscientiousness.

Figure 20

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Organizational Citizenship Behaviour (OCB) Scale.



Note. All correlations and factor loadings are significant at the .001 level.

Table 46 highlights that all the standardized factor loadings were significant for the individual items loading on to the five organizational citizenship behaviour subscales. This is supported by significant intercept, residual variance, and R^2 estimates.

Table 46

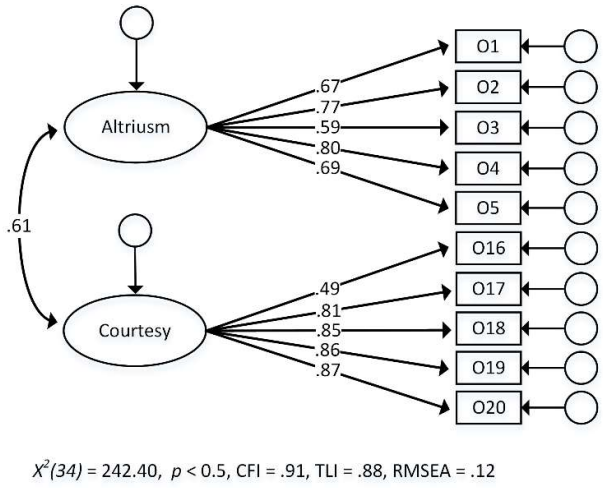
Standardized Results of the First-Order Confirmatory Factor Analysis for the Organizational Citizenship Behaviour Scale.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruism	O1	0.64	0.04	.000	3.59	0.13	.000	0.59	0.05	.000	0.41	0.05	.000
	O2	0.74	0.03	.000	4.29	0.15	.000	0.45	0.04	.000	0.55	0.04	.000
	O3	0.58	0.04	.000	3.57	0.13	.000	0.67	0.04	.000	0.33	0.04	.000
	O4	0.81	0.02	.000	5.24	0.18	.000	0.34	0.04	.000	0.66	0.04	.000
	O5	0.71	0.03	.000	5.95	0.21	.000	0.49	0.04	.000	0.51	0.04	.000
Conscientiousness	O6	0.68	0.03	.000	4.28	0.15	.000	0.55	0.04	.000	0.46	0.04	.000
	O7	0.67	0.03	.000	3.84	0.14	.000	0.55	0.04	.000	0.45	0.04	.000
	O8	0.77	0.02	.000	5.25	0.18	.000	0.40	0.04	.000	0.60	0.04	.000
	O9	0.68	0.03	.000	4.34	0.16	.000	0.53	0.04	.000	0.47	0.04	.000
	O10	0.70	0.03	.000	6.25	0.22	.000	0.50	0.04	.000	0.50	0.04	.000
	O11	0.35	0.05	.000	5.35	0.19	.000	0.88	0.03	.000	0.12	0.03	.000
Sportsmanship	O12	0.68	0.03	.000	4.12	0.15	.000	0.53	0.05	.000	0.47	0.05	.000
	O13	0.76	0.03	.000	4.86	0.17	.000	0.42	0.05	.000	0.58	0.05	.000
	O14	0.74	0.03	.000	4.80	0.17	.000	0.45	0.05	.000	0.55	0.05	.000
	O15	0.58	0.04	.000	5.05	0.18	.000	0.66	0.05	.000	0.34	0.05	.000
Courtesy	O16	0.49	0.04	.000	4.03	0.15	.000	0.76	0.04	.000	0.24	0.04	.000
	O17	0.82	0.02	.000	6.01	0.21	.000	0.33	0.03	.000	0.67	0.03	.000
	O18	0.84	0.02	.000	7.07	0.25	.000	0.30	0.03	.000	0.70	0.03	.000
	O19	0.85	0.02	.000	6.68	0.23	.000	0.28	0.03	.000	0.72	0.03	.000
	O20	0.88	0.02	.000	6.85	0.24	.000	0.23	0.03	.000	0.77	0.03	.000
Civic Virtue	O21	0.66	0.03	.000	4.74	0.17	.000	0.57	0.04	.000	0.44	0.04	.000
	O22	0.55	0.04	.000	3.63	0.13	.000	0.70	0.04	.000	0.30	0.04	.000
	O23	0.83	0.02	.000	5.17	0.18	.000	0.31	0.04	.000	0.69	0.04	.000
	O24	0.81	0.02	.000	5.63	0.20	.000	0.34	0.04	.000	0.66	0.04	.000

Organizational Citizenship Behaviour – Individual. In the first-order confirmatory factor analysis for organizational citizenship behaviour - individual (OCBI) the correlations between the two subscales were $r = .61$, $p < .001$ for altruism and courtesy. Figure 21 presents a diagram highlighting the correlations between the subscales as well as the standardized factor loadings. All estimates in Figure 21 are significant ($p < .001$). Table 47 presents the standardized estimates for the factor loadings, intercepts, residual variance, and R^2 estimates, along with the estimates standard error and significance values.

Figure 21

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for Organizational Citizenship Behaviour – Individual.



Note. All correlations and factor loadings are significant at the .001 level.

Table 47

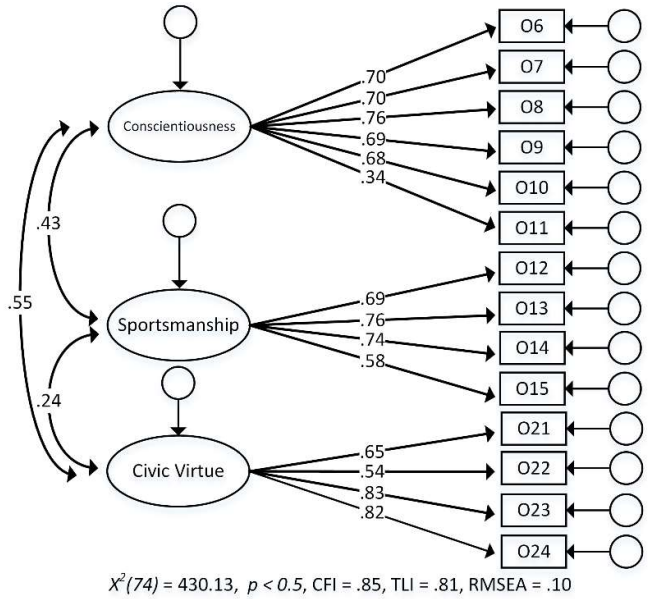
Standardized Results of the First-Order Confirmatory Factor Analysis for Organizational Citizenship Behaviour (OCBI).

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruism	O1	0.67	0.04	.000	3.59	0.13	.000	0.55	0.05	.000	0.45	0.05	.000
	O2	0.77	0.03	.000	4.29	0.15	.000	0.41	0.04	.000	0.59	0.04	.000
	O3	0.59	0.04	.000	3.57	0.13	.000	0.66	0.04	.000	0.34	0.04	.000
	O4	0.80	0.03	.000	5.24	0.18	.000	0.36	0.04	.000	0.64	0.04	.000
	O5	0.69	0.03	.000	5.95	0.21	.000	0.53	0.05	.000	0.47	0.05	.000
Courtesy	O16	0.49	0.04	.000	4.03	0.15	.000	0.76	0.04	.000	0.24	0.04	.000
	O17	0.81	0.02	.000	6.01	0.21	.000	0.34	0.03	.000	0.66	0.03	.000
	O18	0.85	0.02	.000	7.07	0.25	.000	0.29	0.03	.000	0.71	0.03	.000
	O19	0.86	0.02	.000	6.68	0.23	.000	0.27	0.03	.000	0.73	0.03	.000
	O20	0.87	0.02	.000	6.85	0.24	.000	0.24	0.03	.000	0.76	0.03	.000

Organizational Citizenship Behaviour – Organizational. Figure 22 and Table 48 display the results from the first-order confirmatory factor analysis for organizational citizenship behaviour - organizational (OCBO), as measured by the organizational citizenship behaviour (OCB) scale (Podsakoff et al., 1990). All estimates are significant ($p < .001$) for the factor loadings, intercepts, residual variance, and R^2 estimates. There were correlations of: $r = .43$, $p < .001$ between the Conscientiousness and Sportsmanship subscales, $r = .55$, $p < .001$ between the Conscientiousness and Civic Virtue subscales, and $r = .24$, $p < .001$ between the Sportsmanship and Civic Virtue subscales.

Figure 22

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for Organizational Citizenship Behaviour – Organizational.



Note. All correlations and factor loadings are significant at the .001 level.

Table 48

Standardized Results of the First-Order Confirmatory Factor Analysis for Organizational Citizenship Behaviour – Organizational (OCBO).

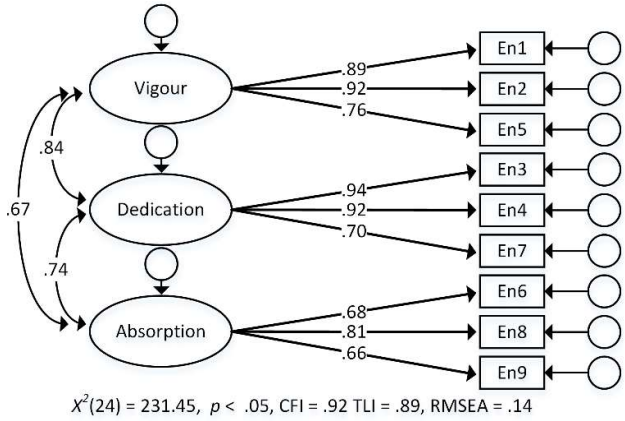
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Conscientiousness	O6	0.70	0.03	.000	4.28	0.15	.000	0.51	0.04	.000	0.49	0.04	.000
	O7	0.70	0.03	.000	3.84	0.14	.000	0.52	0.04	.000	0.48	0.04	.000
	O8	0.76	0.03	.000	5.26	0.18	.000	0.43	0.04	.000	0.57	0.04	.000
	O9	0.69	0.03	.000	4.34	0.16	.000	0.53	0.04	.000	0.47	0.04	.000
	O10	0.68	0.03	.000	6.26	0.22	.000	0.54	0.04	.000	0.46	0.04	.000
	O11	0.34	0.05	.000	5.35	0.19	.000	0.89	0.03	.000	0.11	0.03	.000
Sportsmanship	O12	0.69	0.03	.000	4.12	0.15	.000	0.53	0.05	.000	0.47	0.05	.000
	O13	0.76	0.03	.000	4.86	0.17	.000	0.42	0.05	.000	0.58	0.05	.000
	O14	0.74	0.03	.000	4.80	0.17	.000	0.45	0.05	.000	0.55	0.05	.000
	O15	0.58	0.04	.000	5.05	0.18	.000	0.67	0.05	.000	0.33	0.05	.000
Civic Virtue	O21	0.65	0.03	.000	4.74	0.17	.000	0.58	0.04	.000	0.42	0.04	.000
	O22	0.54	0.04	.000	3.63	0.13	.000	0.71	0.04	.000	0.30	0.04	.000
	O23	0.83	0.02	.000	5.17	0.18	.000	0.31	0.04	.000	0.69	0.04	.000
	O24	0.82	0.02	.000	5.63	0.20	.000	0.33	0.04	.000	0.67	0.04	.000

10.17.2 Engagement

The results for the first-order confirmatory factor analysis for the the Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., 2006) are presented in Figure 23 and Table 49. All standardized factor loadings, intercepts, residual variance, and R^2 estimates were significant at the p < .001 level. Relationships between the three subscales of the Utrecht Work Engagement Scale were found using bivariate correlations; vigour and dedication, *r* = .83, *p* <.001, vigour and absorption, *r* = .67, *p* <.001, and absorption and dedication, *r* = .74 *p* <.001.

Figure 23

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Utrecht Work Engagement Scale (UWES-9).



Note. All correlations and factor loadings are significant at the .001 level.

Table 49

Standardized Results of the First-Order Confirmatory Factor Analysis for the Utrecht Work Engagement Scale (UWES-9).

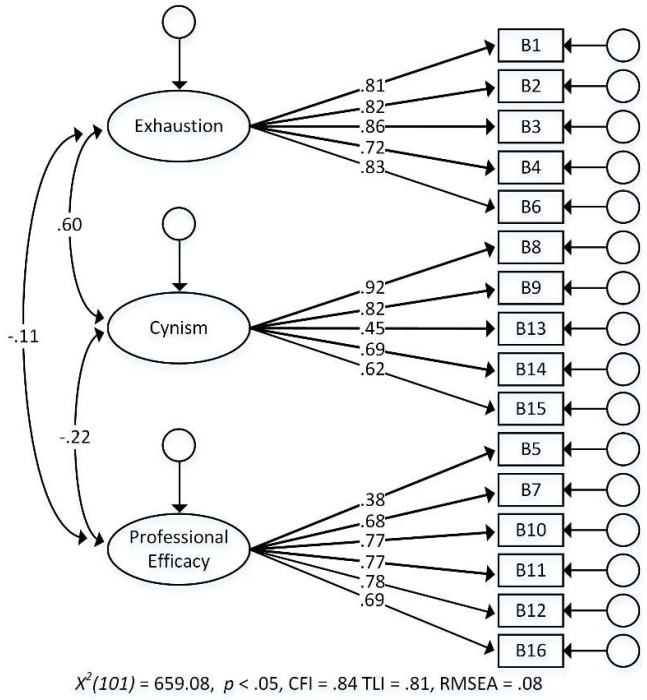
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Vigour	En1	0.89	0.01	.000	3.65	0.13	.000	0.21	0.02	.000	0.79	0.02	.000
	En2	0.92	0.01	.000	3.78	0.14	.000	0.16	0.02	.000	0.84	0.02	.000
	En5	0.76	0.02	.000	4.47	0.16	.000	0.12	0.02	.000	0.88	0.02	.000
Dedication	En3	0.94	0.01	.000	4.08	0.15	.000	0.16	0.02	.000	0.84	0.02	.000
	En4	0.92	0.01	.000	3.56	0.13	.000	0.42	0.04	.000	0.58	0.04	.000
	En7	0.70	0.03	.000	4.83	0.17	.000	0.53	0.05	.000	0.47	0.05	.000
Absorption	En6	0.68	0.03	.000	6.51	0.23	.000	0.51	0.04	.000	0.49	0.04	.000
	En8	0.81	0.03	.000	4.71	0.17	.000	0.34	0.05	.000	0.66	0.05	.000
	En9	0.66	0.04	.000	3.36	0.13	.000	0.57	0.05	.000	0.43	0.05	.000

10.17.3 Burnout

Figure 24 and Table 50 display the results of the first-order confirmatory factor analysis of the Maslach Burnout Inventory General Survey (MBI-GS; Maslach et al., 1996). All three subscales had significant relationships with each other (exhaustion and cynicism, r = .60, p <.001, exhaustion and professional efficacy, r = -.11, p <.001, and cynicism and professional efficacy, r = -.22, p <.001).

Figure 24

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Maslach Burnout Inventory General Survey (MBI-GS).



Note. All correlations and factor loadings are significant at the .001 level.

Table 50

Standardized Results of the First-Order Confirmatory Factor Analysis of the Maslach Burnout Inventory General Survey (MBI-GS).

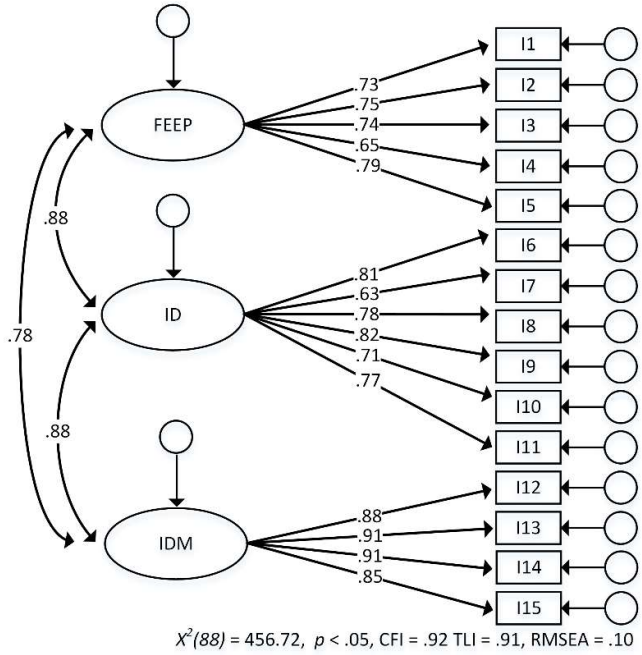
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Exhaustion	B1	0.81	0.02	.000	1.62	0.08	.000	0.34	0.03	.000	0.66	0.03	.000
	B2	0.82	0.02	.000	1.60	0.08	.000	0.32	0.03	.000	0.68	0.03	.000
	B3	0.86	0.02	.000	1.33	0.07	.000	0.26	0.03	.000	0.74	0.03	.000
	B4	0.72	0.03	.000	1.12	0.07	.000	0.48	0.04	.000	0.52	0.04	.000
	B6	0.83	0.02	.000	3.65	0.14	.000	0.86	0.04	.000	0.14	0.04	.000
Cynicism	B8	0.92	0.01	.000	1.08	0.07	.000	0.31	0.03	.000	0.69	0.03	.000
	B9	0.92	0.01	.000	4.20	0.16	.000	0.54	0.05	.000	0.46	0.05	.000
	B13	0.45	0.04	.000	0.77	0.06	.000	0.15	0.02	.000	0.85	0.02	.000
	B14	0.69	0.03	.000	0.89	0.06	.000	0.16	0.02	.000	0.84	0.02	.000
	B15	0.62	0.04	.000	4.70	0.18	.000	0.40	0.04	.000	0.60	0.04	.000
Professional Efficacy	B5	0.38	0.05	.000	3.73	0.15	.000	0.45	0.04	.000	0.55	0.04	.000
	B7	0.68	0.03	.000	3.57	0.14	.000	0.40	0.04	.000	0.60	0.04	.000
	B10	0.77	0.03	.000	1.06	0.06	.000	0.80	0.04	.000	0.20	0.04	.000
	B11	0.74	0.03	.000	0.73	0.06	.000	0.52	0.04	.000	0.48	0.04	.000
	B12	0.78	0.03	.000	0.71	0.06	.000	0.61	0.04	.000	0.39	0.04	.000
	B16	0.69	0.03	.000	3.76	0.15	.000	0.52	0.05	.000	0.48	0.05	.000

10.17.4 Inclusive Climate

A first-order confirmatory factor analysis was performed on the data from Nishii's (2013) Climate for Inclusion Scale (Shortened). As seen in Figure 25, there were significant correlations between the three subscales of the Inclusive Climate measure (foundation of equitable employment practises – integration of differences, $r = .88$, $p < .001$, foundation of equitable employment practises– inclusion in decision making, $r = .78$, $p < .001$, integration of differences – inclusion in decision making, $r = .88$, $p < .001$). The standardized factor loadings, intercept estimates, residual variance, and R^2 can be viewed in Table 51.

Figure 25

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Climate for Inclusion Scale.



Note. All correlations and factor loadings are significant at the .001 level. Abbreviations: FEEP = Foundation of Equitable Employment Practises, ID = Integration of Differences, and IDM = Inclusion in Decision Making.

Table 51

Standardized Results of the First-Order Confirmatory Factor Analysis for the Inclusive Climate Scale.

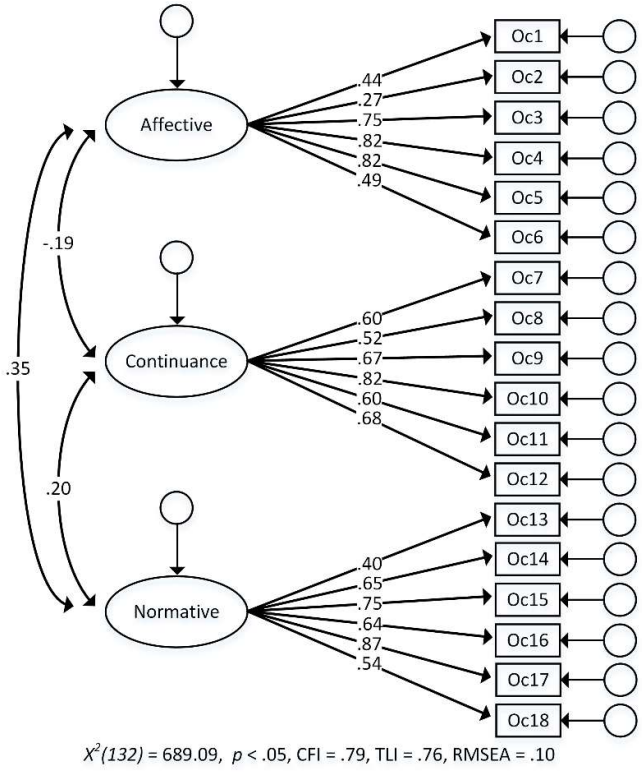
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Foundation of Equitable Employment Practises	I1	0.73	0.03	.000	3.22	0.12	.000	0.46	0.04	.000	0.54	0.04	.000
	I2	0.75	0.03	.000	3.42	0.13	.000	0.43	0.04	.000	0.57	0.04	.000
	I3	0.74	0.03	.000	3.51	0.13	.000	0.45	0.04	.000	0.55	0.04	.000
	I4	0.65	0.03	.000	2.68	0.11	.000	0.58	0.04	.000	0.42	0.04	.000
	I5	0.79	0.02	.000	3.57	0.13	.000	0.38	0.04	.000	0.63	0.04	.000
Integration of Differencess	I6	0.81	0.02	.000	4.12	0.15	.000	0.34	0.03	.000	0.66	0.03	.000
	I7	0.63	0.03	.000	4.52	0.17	.000	0.60	0.04	.000	0.40	0.04	.000
	I8	0.78	0.02	.000	3.52	0.13	.000	0.39	0.03	.000	0.61	0.03	.000
	I9	0.82	0.02	.000	4.79	0.17	.000	0.33	0.03	.000	0.67	0.03	.000
	I10	0.71	0.03	.000	5.02	0.18	.000	0.49	0.04	.000	0.51	0.04	.000
	I11	0.77	0.02	.000	5.02	0.18	.000	0.41	0.04	.000	0.59	0.04	.000
Inclusion in Decision Makaing	I12	0.88	0.01	.000	4.31	0.16	.000	0.22	0.02	.000	0.78	0.02	.000
	I13	0.91	0.01	.000	4.17	0.15	.000	0.17	0.02	.000	0.83	0.02	.000
	I14	0.91	0.01	.000	4.06	0.15	.000	0.18	0.02	.000	0.82	0.02	.000
	I15	0.85	0.02	.000	3.52	0.13	.000	0.29	0.03	.000	0.71	0.03	.000

10.17.5 Organizational Commitment

A first-order confirmatory factor analysis on the organizational commitment data measured by Meyer et al.'s (1993) Organizational Commitment Scale. As presented in Figure 26, there are significant correlations between the three subscales of the measure: affective commitment – continuance commitment (r = -.19, p < .001), affective commitment – normative commitment (r = .35, p < .001), continuance commitment – normative commitment (r = .20, p < .001). The standardized factor loadings, intercept estimates, residual variance, and R^2 are reported in Table 52.

Figure 26

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Organizational Commitment Scale.



Note. All correlations and factor loadings are significant at the .001 level.

Table 52

Standardized Results of the First-Order Confirmatory Factor Analysis of the Organizational Commitment Scale.

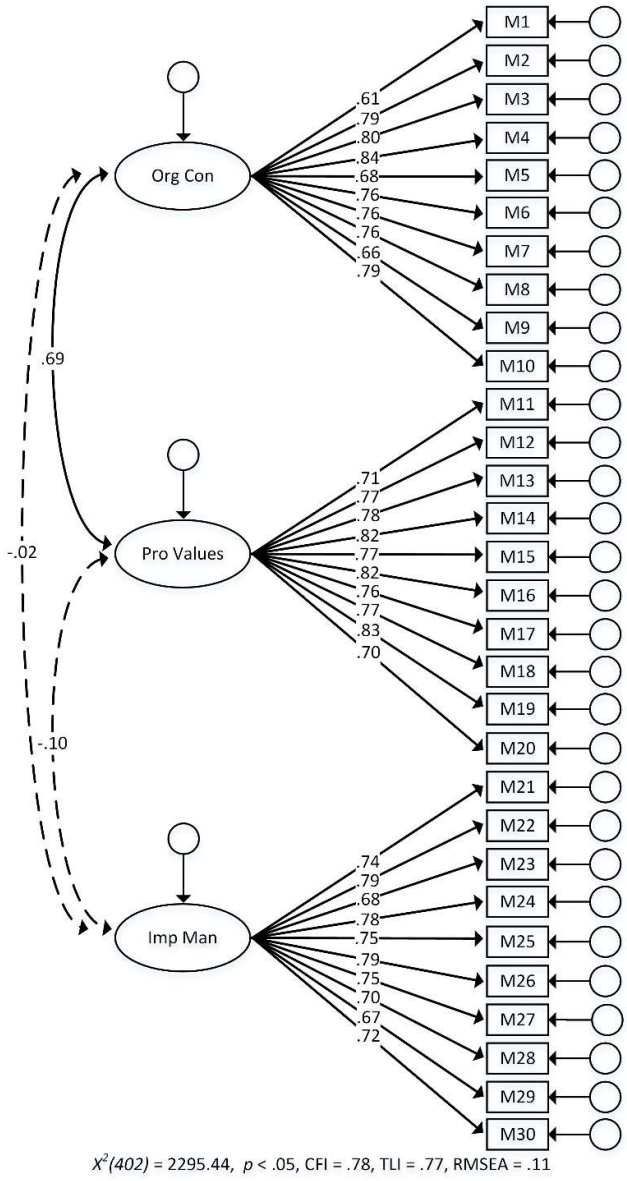
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	Item	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Affective Commitment	Oc1	0.44	0.04	.000	2.97	0.12	.000	0.80	0.04	.000	0.20	0.04	.000
	Oc2	0.27	0.05	.000	2.20	0.09	.000	0.93	0.03	.000	0.07	0.03	.009
	Oc3	0.75	0.03	.000	3.66	0.14	.000	0.44	0.04	.000	0.56	0.04	.000
	Oc4	0.82	0.02	.000	3.97	0.15	.000	0.32	0.04	.000	0.68	0.04	.000
	Oc5	0.82	0.02	.000	4.02	0.15	.000	0.32	0.04	.000	0.68	0.04	.000
	Oc6	0.48	0.04	.000	3.71	0.14	.000	0.77	0.04	.000	0.23	0.04	.000
Continuance Commitment	Oc7	0.60	0.04	.000	2.23	0.09	.000	0.64	0.05	.000	0.36	0.05	.000
	Oc8	0.52	0.05	.000	2.15	0.09	.000	0.73	0.05	.000	0.27	0.05	.000
	Oc9	0.67	0.04	.000	1.92	0.08	.000	0.55	0.05	.000	0.45	0.05	.000
	Oc10	0.82	0.03	.000	1.74	0.08	.000	0.33	0.05	.000	0.67	0.05	.000
	Oc11	0.60	0.04	.000	1.63	0.08	.000	0.64	0.05	.000	0.36	0.05	.000
	Oc12	0.68	0.04	.000	1.75	0.08	.000	0.54	0.05	.000	0.46	0.05	.000
Normative Commitment	Oc13	0.40	0.05	.000	2.69	0.11	.000	0.84	0.04	.000	0.16	0.04	.000
	Oc14	0.65	0.03	.000	2.30	0.10	.000	0.58	0.04	.000	0.42	0.04	.000
	Oc15	0.75	0.03	.000	2.29	0.10	.000	0.44	0.04	.000	0.56	0.04	.000
	Oc16	0.64	0.03	.000	3.20	0.12	.000	0.59	0.04	.000	0.41	0.04	.000
	Oc17	0.87	0.02	.000	2.84	0.11	.000	0.24	0.04	.000	0.76	0.04	.000
	Oc18	0.54	0.04	.000	2.51	0.10	.000	0.71	0.04	.000	0.29	0.04	.000

10.17.6 Citizenship Motivation

The standardized results for the first-order confirmatory factor analysis of Rioux and Penner's (2001) Citizenship Motives Scale can be seen in Figure 27 and Table 53. All standardized factor loadings, intercept, residual variance, and R^2 estimates were significant ($p < .001$). There were significant correlations between two of the Citizenship Motivation subscales (Organizational Concern – Prosocial Values, r = .69, p < .001). However, the Impression Management subscale did not have significant relationships with either of the two other subscales (Organizational Concern – Impression Management r = -.02, p > .05, Prosocial Values – Impression Management r = -.01, p > .05).

Figure 27

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Citizenship Motives Scale.



Note. All factor loadings are significant at the .001 level. Dashed arrows signify non-significant correlations between variables. Abbreviations are Org Con = Organizational concern, Pro Values = Prosocial Values, and Imp Man = Impression Management.

Table 53

Standardized First-Order Confirmatory Factor Analysis Results for the Citizenship Motives Scale.

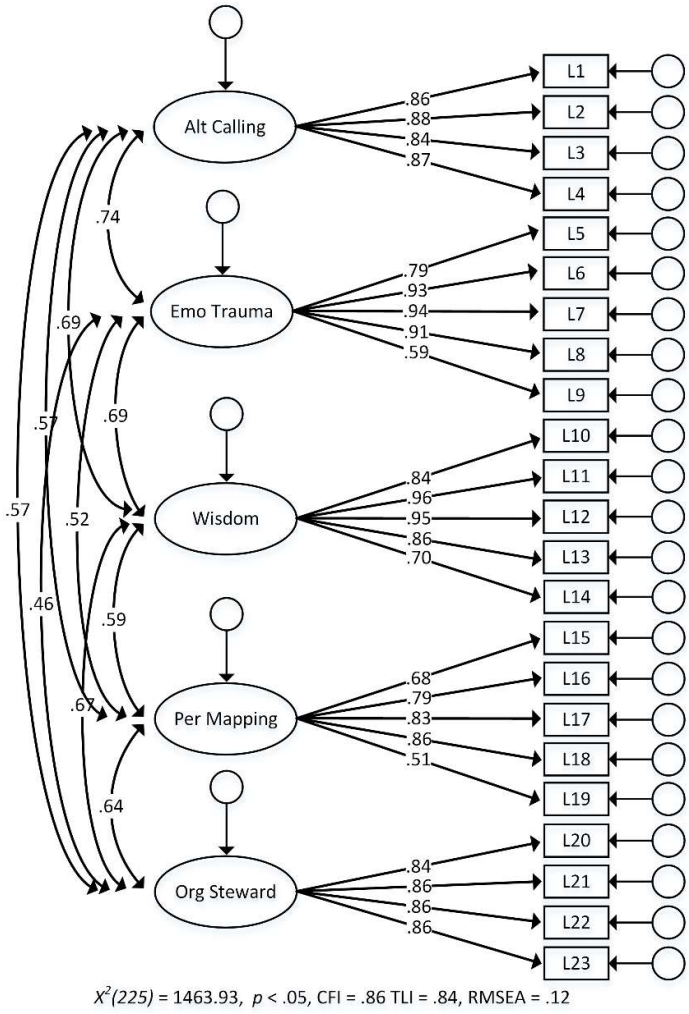
		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Subscale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Organizational Concern	M1	0.61	0.04	.000	4.26	0.16	.000	0.63	0.04	.000	0.37	0.04	.000
	M2	0.79	0.02	.000	6.29	0.23	.000	0.38	0.03	.000	0.62	0.03	.000
	M3	0.80	0.02	.000	5.07	0.19	.000	0.36	0.03	.000	0.64	0.03	.000
	M4	0.84	0.02	.000	6.16	0.23	.000	0.29	0.03	.000	0.71	0.03	.000
	M5	0.68	0.03	.000	4.45	0.17	.000	0.53	0.04	.000	0.47	0.04	.000
	M6	0.76	0.02	.000	6.28	0.23	.000	0.42	0.04	.000	0.58	0.04	.000
	M7	0.76	0.02	.000	6.34	0.24	.000	0.43	0.04	.000	0.57	0.04	.000
	M8	0.76	0.02	.000	5.83	0.22	.000	0.43	0.04	.000	0.57	0.04	.000
	M9	0.66	0.03	.000	4.38	0.17	.000	0.56	0.04	.000	0.44	0.04	.000
	M10	0.79	0.02	.000	5.20	0.20	.000	0.38	0.03	.000	0.62	0.03	.000
Prosocial Values	M11	0.71	0.03	.000	7.53	0.28	.000	0.49	0.04	.000	0.51	0.04	.000
	M12	0.77	0.02	.000	7.10	0.26	.000	0.41	0.04	.000	0.59	0.04	.000
	M13	0.78	0.02	.000	5.82	0.22	.000	0.39	0.04	.000	0.61	0.04	.000
	M14	0.82	0.02	.000	6.26	0.23	.000	0.32	0.03	.000	0.68	0.03	.000
	M15	0.77	0.02	.000	5.96	0.22	.000	0.40	0.04	.000	0.60	0.04	.000
	M16	0.82	0.02	.000	6.07	0.23	.000	0.32	0.03	.000	0.68	0.03	.000
	M17	0.76	0.03	.000	4.56	0.17	.000	0.43	0.04	.000	0.57	0.04	.000
	M18	0.77	0.02	.000	4.80	0.18	.000	0.40	0.04	.000	0.60	0.04	.000
	M19	0.83	0.02	.000	5.53	0.21	.000	0.30	0.03	.000	0.70	0.03	.000
	M20	0.70	0.03	.000	5.63	0.21	.000	0.51	0.04	.000	0.49	0.04	.000
Impression Management	M21	0.74	0.03	.000	1.98	0.09	.000	0.45	0.04	.000	0.55	0.04	.000
	M22	0.79	0.02	.000	1.88	0.09	.000	0.38	0.04	.000	0.62	0.04	.000
	M23	0.68	0.03	.000	1.67	0.08	.000	0.53	0.04	.000	0.47	0.04	.000
	M24	0.78	0.02	.000	1.63	0.08	.000	0.39	0.04	.000	0.61	0.04	.000
	M25	0.75	0.03	.000	1.71	0.08	.000	0.43	0.04	.000	0.57	0.04	.000
	M26	0.79	0.02	.000	1.70	0.08	.000	0.38	0.04	.000	0.62	0.04	.000
	M27	0.75	0.03	.000	1.53	0.08	.000	0.44	0.04	.000	0.56	0.04	.000
	M28	0.69	0.03	.000	1.72	0.08	.000	0.52	0.04	.000	0.48	0.04	.000
	M29	0.67	0.03	.000	1.61	0.08	.000	0.55	0.04	.000	0.45	0.04	.000
	M30	0.72	0.03	.000	1.71	0.08	.000	0.49	0.04	.000	0.51	0.04	.000

10.17.7 Servant Leadership

A first-order confirmatory factor analysis found that there were significant correlations between all subscales of Barbuto Jr and Wheeler's (2006) Servant Leadership Questionnaire, ranging in strength from $r = .46$ ($p < .001$) to $r = .74$ ($p < .001$), as shown in Figure 28. The results presented in Figure 28 are supported by the standardized factor loadings, intercept estimates residual variance, and R^2 estimates displayed in Table 54. All estimates were significant at the $p < .001$ level.

Figure 28

Standardized First-Order Confirmatory Factor Analysis Results and Fit Indices for the Servant Leadership Questionnaire.



Note. All factor loadings and correlations are significant at the .001 level.

Table 54

Standardized First-Order Confirmatory Factor Analysis Results for the Servant Leadership Questionnaire.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Altruistic Calling	L1	0.86	0.02	.000	3.12	0.12	.000	0.26	0.03	.000	0.74	0.03	.000
	L2	0.88	0.02	.000	3.23	0.13	.000	0.23	0.03	.000	0.77	0.03	.000
	L3	0.84	0.02	.000	2.76	0.11	.000	0.29	0.03	.000	0.71	0.03	.000
	L4	0.87	0.02	.000	2.95	0.12	.000	0.24	0.03	.000	0.76	0.03	.000
Emotional Trauma	L5	0.79	0.02	.000	2.66	0.11	.000	0.38	0.03	.000	0.62	0.03	.000
	L6	0.93	0.01	.000	2.53	0.10	.000	0.13	0.02	.000	0.87	0.02	.000
	L7	0.94	0.01	.000	2.48	0.10	.000	0.11	0.02	.000	0.89	0.02	.000
	L8	0.91	0.01	.000	2.51	0.10	.000	0.17	0.02	.000	0.83	0.02	.000
	L9	0.59	0.04	.000	3.60	0.14	.000	0.66	0.04	.000	0.34	0.04	.000
Wisdom	L10	0.84	0.02	.000	3.48	0.13	.000	0.30	0.03	.000	0.70	0.03	.000
	L11	0.96	0.01	.000	3.38	0.13	.000	0.09	0.01	.000	0.91	0.01	.000
	L12	0.95	0.01	.000	3.47	0.13	.000	0.09	0.01	.000	0.91	0.01	.000
	L13	0.86	0.01	.000	3.31	0.13	.000	0.26	0.03	.000	0.74	0.03	.000
	L14	0.70	0.03	.000	3.58	0.14	.000	0.52	0.04	.000	0.49	0.04	.000
Persuasive Mapping	L15	0.68	0.03	.000	3.06	0.12	.000	0.53	0.05	.000	0.47	0.05	.000
	L16	0.79	0.02	.000	3.22	0.13	.000	0.37	0.04	.000	0.63	0.04	.000
	L17	0.83	0.02	.000	3.72	0.14	.000	0.32	0.04	.000	0.68	0.04	.000
	L18	0.86	0.02	.000	3.13	0.12	.000	0.26	0.04	.000	0.74	0.04	.000
	L19	0.51	0.04	.000	4.11	0.16	.000	0.74	0.04	.000	0.26	0.04	.000
Organizational Stewardship	L20	0.84	0.02	.000	4.52	0.17	.000	0.30	0.03	.000	0.70	0.03	.000
	L21	0.86	0.02	.000	5.49	0.21	.000	0.27	0.03	.000	0.74	0.03	.000
	L22	0.86	0.02	.000	4.28	0.16	.000	0.27	0.03	.000	0.73	0.03	.000
	L23	0.86	0.02	.000	4.47	0.17	.000	0.27	0.03	.000	0.73	0.03	.000

10.17.8 Compensation Satisfaction

M. L. Williams, Brower, Ford, Williams, & Carraher's (2008) Comprehensive Compensation Satisfaction Questionnaire (CCSQ) was analysed by a first-order confirmatory factor analysis. The results of which are presented in Table 55, Figure 29, and Table 56. All correlations between subscales were significant ($p < .001$) and all factor loadings between individual items and the relevant subscales were significant ($p < .001$).

The correlations between the subscales latent variables are presented separately in Table 55 rather than in the diagram in Figure 29 for ease of interpretation.

Table 55

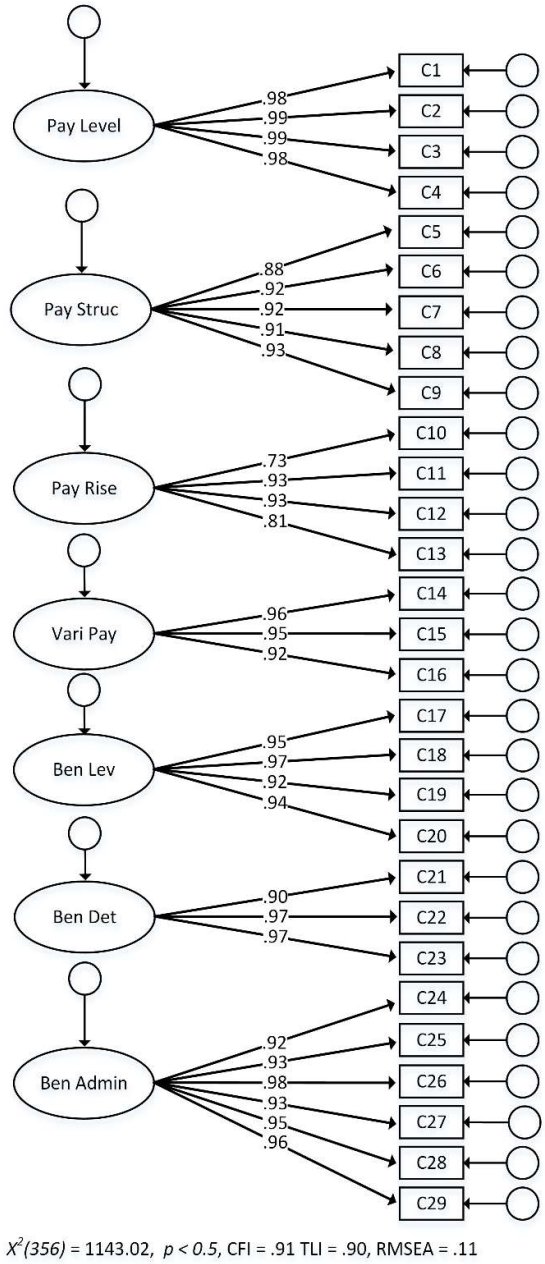
Correlations Between the Comprehensive Compensation Satisfaction Questionnaire's Subscales from the First-Order Confirmatory Factor Analysis.

	1	2	3	4	5	6
Pay Level Satisfaction						
Pay Structure Satisfaction	.71*					
Pay Rise Satisfaction	.73*	.74*				
Variable Pay Procedures Satisfaction	.52*	.60*	.73*			
Benefit Level Satisfaction	.62*	.58*	.68*	.70*		
Benefit Determination Satisfaction	.47*	.56*	.55*	.68*	.66*	
Benefit Administration Satisfaction	.50*	.58*	.56*	.62*	.72*	.85*

*Correlation is significant at the .001 level (2-tailed).

Figure 29

Standardized Factor Loadings and Fit Indices from the First-Order Confirmatory Factor Analysis of the Comprehensive Compensation Satisfaction Questionnaire.



$X^2(356) = 1143.02$, $p < 0.5$, CFI = .91 TLI = .90, RMSEA = .11

Note: All factor loadings are significant at the .001 level.

Refer to Table 55 for the correlations between subscales.

Table 56

First-Order Confirmatory Factor Analysis Results for the Comprehensive Compensation Satisfaction Questionnaire.

		Standardized Factor Loadings			Standardized Intercept Estimates			Residual Variance Estimates			R^2 Estimates		
Scale	By	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.	Estimate	*SE*	Sig.
Pay Level Satisfaction	C1	0.98	0.00	.000	2.35	0.14	.000	0.05	0.01	.000	0.95	0.01	.000
	C2	0.99	0.00	.000	2.34	0.14	.000	0.03	0.01	.000	0.97	0.01	.000
	C3	0.99	0.00	.000	2.32	0.14	.000	0.03	0.01	.000	0.97	0.01	.000
	C4	0.98	0.00	.000	2.37	0.14	.000	0.05	0.01	.000	0.95	0.01	.000
Pay Structure Satisfaction	C5	0.88	0.02	.000	2.40	0.15	.000	0.23	0.03	.000	0.77	0.03	.000
	C6	0.92	0.01	.000	2.44	0.15	.000	0.16	0.03	.000	0.84	0.03	.000
	C7	0.92	0.01	.000	2.41	0.15	.000	0.15	0.02	.000	0.85	0.02	.000
	C8	0.91	0.02	.000	2.29	0.14	.000	0.18	0.03	.000	0.82	0.03	.000
	C9	0.93	0.01	.000	2.29	0.14	.000	0.14	0.02	.000	0.86	0.02	.000
Pay Rise Satisfaction	C10	0.73	0.04	.000	2.19	0.14	.000	0.47	0.06	.000	0.53	0.06	.000
	C11	0.93	0.02	.000	2.07	0.13	.000	0.15	0.03	.000	0.86	0.03	.000
	C12	0.93	0.02	.000	2.04	0.13	.000	0.14	0.03	.000	0.86	0.03	.000
	C13	0.81	0.03	.000	2.11	0.13	.000	0.35	0.05	.000	0.65	0.05	.000
Variable Pay Procedures Satisfaction	C14	0.96	0.01	.000	1.90	0.12	.000	0.08	0.02	.000	0.92	0.02	.000
	C15	0.95	0.01	.000	1.96	0.13	.000	0.09	0.02	.000	0.91	0.02	.000
	C16	0.92	0.01	.000	1.95	0.13	.000	0.15	0.02	.000	0.85	0.02	.000
Benefit Level Satisfaction	C17	0.95	0.01	.000	2.01	0.13	.000	0.11	0.02	.000	0.90	0.02	.000
	C18	0.97	0.01	.000	1.98	0.13	.000	0.05	0.01	.000	0.95	0.01	.000
	C19	0.92	0.01	.000	2.00	0.13	.000	0.15	0.02	.000	0.85	0.02	.000
	C20	0.94	0.01	.000	2.00	0.13	.000	0.11	0.02	.000	0.89	0.02	.000
Benefit Determination Satisfaction	C21	0.90	0.02	.000	2.22	0.14	.000	0.20	0.03	.000	0.80	0.03	.000
	C22	0.97	0.01	.000	2.11	0.13	.000	0.06	0.01	.000	0.94	0.01	.000
	C23	0.97	0.01	.000	2.10	0.13	.000	0.07	0.01	.000	0.94	0.01	.000
Benefit Administration Satisfaction	C24	0.92	0.01	.000	2.10	0.13	.000	0.16	0.02	.000	0.84	0.02	.000
	C25	0.93	0.01	.000	2.13	0.14	.000	0.14	0.02	.000	0.86	0.02	.000
	C26	0.98	0.00	.000	2.05	0.13	.000	0.03	0.01	.000	0.97	0.01	.000
	C27	0.98	0.00	.000	2.08	0.13	.000	0.03	0.01	.000	0.97	0.01	.000
	C28	0.95	0.01	.000	2.03	0.13	.000	0.09	0.02	.000	0.91	0.02	.000
	C29	0.96	0.01	.000	2.05	0.13	.000	0.09	0.01	.000	0.91	0.01	.000