

Received: 11 November 2022 Accepted: 15 March, 2023

DOI: <https://doi.org/10.33182/rr.v8i4.146>

EMPOWERING LEADERS: THE KEY TO BOOSTING CHANGE IN PUBLIC WORKERS: A DUAL-PHASE MODERATED MEDIATION INVESTIGATION

Hawkar Rashid Arab¹, Aram Mohammed-Amin Qadir²

ABSTRACT

This article focuses on determining ways to encourage change-oriented organizational citizenship behavior (OCB) among public employees, a topic of critical importance in both theoretical and practical fields. Change-oriented OCB refers to voluntary employee behavior seeking to bring about constructive organizational changes. The theoretical framework of this study is based on three theories: job demands-resources (JD-R), leadership, and public service motivation (PSM). The JD-R theory suggests that job resources can reduce job demands and promote personal growth, learning, and development. The leadership theory in this context refers to empowering leadership, where leaders share power with their employees, enhancing their self-efficacy. PSM refers to the belief that individuals have an inherent desire to help others and society through their work. The study proposes a moderated mediation model to investigate how empowering leadership can inspire public employees' change-oriented OCB. This model suggests that empowering leadership can significantly predict change-oriented OCB among employees by promoting job crafting. Job crafting is a process where employees reshape their job design in ways that can foster their job satisfaction, engagement, resilience, and thriving at work. Moreover, the model suggests that PSM moderates the relationship between empowering leadership and job crafting. In other words, the positive impact of empowering leadership on job crafting is stronger for employees who have a high level of PSM. The research was conducted in the Kurdistan Region of Iraq, the investigation was carried out in two waves among 534 public employees in Erbil, the capital city of the Kurdistan region. This study provides valuable insights into motivating change-oriented OCB among employees in public organizations. It emphasizes the significant role of empowering leadership in enhancing job crafting, which in turn promotes change-oriented OCB. It also highlights the moderating role of PSM in this process. These findings can guide public organizations in implementing strategies to motivate their employees towards positive change, ultimately enhancing organizational effectiveness and public service quality.

KEYWORDS: Empowering Leadership; Public Workers; Organizational Change; Job Crafting; Public Service Motivation (PSM); Job Demands-Resources (JD-R); Change-Oriented Organizational Citizenship Behavior (OCB); Moderated Mediation Investigation. JEL CLASSIFICATION: J45, M54, L32

Introduction

Public organizations are consistently confronted by evolving external landscapes. To remain relevant and efficient, it's imperative for these organizations to promptly recognize and address their internal challenges (Homberg et al., 2019; Jin et al., 2019; Liu & Zhang, 2019; Vigoda-Gadot & Beerli, 2012). In this dynamic setting, especially in the Kurdistan Region of Iraq, the agility and responsiveness of an organization are closely linked to its employees. They have the innate ability to swiftly pinpoint and resolve impending challenges (Brockmann, 2017; Destler, 2016; Morrison, 2011). While top-tier officials and executives often initiate reforms, the rank and file employees implement these changes (Bayiz Ahmad et al., 2020; Destler, 2016). The perspective and response of these employees towards change, termed as their change-oriented organizational citizenship behavior (OCB), becomes a cornerstone for organizational adaptability and peak performance (Liu & Chen, 2019; Seppälä et al., 2012; Vigoda-Gadot & Beerli, 2012). Despite its significance, the strategies to stimulate change-oriented OCB in employees remain a burgeoning area of research, with definitive answers still being sought (Campbell & Im, 2016; Liu & Chen, 2019). This investigation pivots around a fundamental query:

How can public organizations in the Kurdistan Region amplify the change-oriented OCB among their staff? A deep dive into prior research reveals leadership as a focal point, especially a specific style known as "empowering leadership" (Bettencourt, 2004; Choi, 2007; López-Domínguez et al., 2013). Empowering leadership is characterized by leaders who decentralize authority, entrusting subordinates with greater

¹ PhD Department of International Marketing and Languages College of Technical Administration, Erbil Polytechnic University, Erbil, 44001, Iraq E-mail: hawkar.rashid@mhe-krq.org

² MSc Department of International Trade, Law and Administration College, University Of Halabja, Halabja, 46018, IRAQ E-mail: aram.qadir@uoh.edu.iq

autonomy and responsibilities. Such leaders not only elevate the value of the work but also stimulate subordinates to partake in decision-making, all while providing developmental support (Ahearne et al., 2005; Amundsen & Martinsen, 2014a; Arnold et al., 2000; Zhang & Bartol, 2010). As public entities in the Kurdistan Region grapple with the demands of an ever-changing environment, the role of empowering leadership in enhancing employee-driven change becomes crucial. Understanding and harnessing this leadership style could be the key to fostering a proactive and adaptive organizational culture.

Beyond the straightforward effect of empowering leadership on employees' change-oriented Organizational Citizenship Behavior (OCB), this study aims to unearth the intricate mechanisms and conditional boundaries connecting the two. Heeding the call by Vigoda-Gadot and Beerli (2012), our inquiry extends to understand the nuances of empowering leadership in the context of Kurdistan public institutions. At the outset, empowering leaders distribute power, autonomy, and various work resources among their subordinates (Ahearne et al., 2005; Zhang & Bartol, 2010). But it isn't just about resource allocation. These leaders also convey responsibilities, set expectations, and delegate numerous work demands to their team members (Auh et al., 2014; Wong & Giessner, 2018). However, with power and resources come challenges. The Job Demands-Resources (JD-R) theory suggests a delicate balance between what a job demands and the resources it offers. Employees will likely face adversities if this equilibrium falters due to the discord between their job's demands and available resources (Wrzesniewski & Dutton, 2001). Essentially, the manner in which individuals manage and shape the demands and resources passed down from their leaders can have a profound impact on their performance. Against this backdrop, our study introduces the concept of "job crafting".

Defined as a proactive approach where employees recalibrate their job resources and demands, job crafting emerges as a significant player in our investigation (Bakker et al., 2012). Numerous studies indicate the positive ramifications of job crafting on performance and additional roles that employees might assume. It enhances performance (Ding et al., 2020; Lichtenthaler & Fischbach, 2018) and molds employees' roles beyond their primary duties (Bakker et al., 2012). Importantly, factors at both organizational and individual levels influence job crafting. Leadership, for instance, has a marked effect on how job crafting manifests within an organization (Lichtenthaler & Fischbach, 2018; Wrzesniewski & Dutton, 2001). Our study anticipates that job crafting will be a pivotal mediating role, as a bridge between empowering leadership and change-oriented OCB. To put it succinctly, by understanding how leadership influences the way employees craft their roles, we can gain clearer insights into fostering a culture of adaptability and proactivity, especially in the public organizations of the Kurdistan Region.

Grounded in interactional psychology, individual behavior is a blend of personal characteristics and situational elements (Endler & Magnusson, 1976). In this study set in the Kurdistan Region's public organizations, we probe the combined effect of empowering leadership (a situational factor) and public service motivation (PSM), an intrinsic trait. PSM, as defined by Perry & Hondeghem (2008), is "an orientation to deliver services with the intent to benefit others and the larger society." Consequently, it's hypothesized that employees with varying PSM levels may respond distinctively to empowering leadership. Particularly, those with heightened PSM are predicted to be more receptive to the influence of empowering leadership. Thus, this research forwards the idea of PSM as a crucial moderator in our proposed model, aiming to enrich comprehension regarding the genesis of change-oriented OCB in public sectors.

Our exploration offers three pivotal contributions to academia:

Novelty in Context: This is a pioneering effort to understand the impact of empowering leadership on change-oriented OCB within public employees of Kurdistan. It addresses the imperative need to elucidate the dynamics between empowering leadership and employee behavior in the public sector realm.

Mediation of Job Crafting: We illuminate the complete mediating influence of job crafting, thereby enhancing insights into the mechanics that bridge empowering leadership and change-oriented OCB.

PSM's Moderating Role: A unique aspect of this research is the exploration of how PSM moderates the relationship. It's posited that varying PSM levels among employees can tweak the effects of empowering leadership on change-oriented OCB via the route of job crafting. This study, set against the backdrop of Kurdistan, augments the academic discourse around empowering leadership and OCB and sheds light on the nuanced interplay of situational and intrinsic factors shaping employee behavior.

Theory and Hypotheses

Change-Oriented OCB

Change-oriented Organizational Citizenship Behavior (OCB) has its foundation in the conventional OCB concept (Vigoda-Gadot & Beerli, 2012). OCB is delineated as discretionary actions by employees that, although not formally recognized by the organizational reward system, promote effective organizational functioning (Organ & Konovsky, 1989). Over the years, OCB has garnered significant attention in the public administration sphere, becoming a focal topic of discussion (de Geus et al., 2020; Levitats et al., 2019; Taylor, 2013). Yet, a group of researchers opines that mere OCB doesn't adequately ensure an organization's continuous evolution and sustainability (Bettencourt, 2004; Choi, 2007; Morrison & Phelps, 1999). They emphasize the need for employees predisposed to challenging prevailing norms and instigating organizational changes. This proactive inclination is termed as change-oriented OCB (Vigoda-Gadot & Beerli, 2012). Exhibiting change-oriented OCB often places individuals in precarious positions since it entails contesting long-standing organizational conventions, particularly in settings marred by political intricacies (Vigoda-Gadot & Beerli, 2012). Characteristics of employees exuding change-oriented OCB include: (1) Adherence to organizational rules and directives (Vigoda-Gadot & Beerli, 2012). (2) Endeavors to elevate organizational performance (Choi, 2007). (3) Actions surpassing formal job obligations without expecting overt or covert rewards (Lo et al., 2006; Vigoda-Gadot & Beerli, 2012). (4) A proclivity to risk unsettling the status quo and jeopardizing short-term interpersonal ties (LePine & Van Dyne, 2001, p. 328). Indeed, compared to typical OCB practitioners, individuals with a strong change-oriented OCB orientation are more inclined to revolutionize organizational practices to bolster operational efficacy at various tiers – individual tasks, teams, or the broader organization (Morrison & Phelps, 1999). Given its significance, an impending question in the Kurdistan public sector context becomes: What drives public employees towards embracing change-oriented OCB? Which external and inherent factors sculpt this distinct behavioral pattern?

Empowering Leadership and Change-Oriented OCB

As a salient environmental factor, empowering leadership holds potential for fostering change-oriented Organizational Citizenship Behavior (OCB) among employees. Rooted in positive organizational studies (Fineman, 2006; Spreitzer, 1995), empowering leadership is often perceived as yielding primarily positive, ethical, and humane outcomes (Chen et al., 2011; Cheong et al., 2019; Vecchio et al., 2010; Zhang & Bartol, 2010). Given its beneficial attributes, both researchers and practitioners in Kurdistan are showing an augmented interest in understanding the efficacy of this leadership paradigm, particularly its positive repercussions (Cheong et al., 2019). Empowering leadership, akin to other supportive leadership styles (Choi, 2007; Vigoda-Gadot & Beerli, 2012), positively influences change-oriented OCB within public organizations. Two primary reasons underscore this relationship. Firstly, empowering leaders bestow greater autonomy and authority upon their subordinates, invigorating them to transcend conventional organizational barriers and exhibit proactive behaviors such as change-oriented OCB (Bakker et al., 2012; Borst et al., 2019; Morrison & Phelps, 1999). Secondly, such leadership elevates employees' perceptions of the value and significance of their work, bolstering their confidence (Cheong et al., 2019). This heightened sense of purpose and enhanced self-efficacy (Cheong et al., 2016) often translates into an increased propensity to engage in extra-role activities (Alexandra Beauregard, 2012). Consequently, in the context of public institutions in the Kurdistan region, employees are hypothesized to display a heightened inclination towards change-oriented OCB when led by empowering leaders. Hence, we put forth the hypothesis: H1: In Kurdistan public organizations, empowering leadership holds a positive correlation with employees exhibiting change-oriented OCB.

Job Crafting as a Mediator

Understanding the intricate relationships within organizations, especially the influence of leadership styles on employee behaviors, is paramount. This study dives deeper into the mechanisms through which empowering leadership can possibly impact employees' change-oriented Organizational Citizenship Behavior (OCB) in the Kurdistan region. A key mechanism explored is 'job crafting', an adaptive response where employees actively redesign their job tasks, relationships, and perceptions based on leadership's empowerment and encouragement (Wrzesniewski & Dutton, 2001). Originating from the JD-R model, job crafting encompasses proactive endeavors that elevate structural resources, like enhancing abilities and assimilating new knowledge, and social resources, such as procuring feedback from leaders. Additionally, it

includes escalating challenging demands, like increased autonomy and extra-role responsibilities, and mitigating hindering job demands like sidestepping challenging decisions or disagreeable clients (Kim & Beehr, 2018; Tims et al., 2012). Job crafting aims to amplify perceived alignment between the individual and their job and foster motivation by revisiting job resources or demands (Demerouti, 2014; Tims et al., 2013). Diverse pathways are identified Within empowering leadership's impact on employee performance (Cheong et al., 2016). This study postulates that in the context of Kurdistan's public organizations, the influence of empowering leadership on change-oriented OCB predominantly materializes through job crafting. Multiple studies suggest that leadership styles significantly precede job crafting (Bipp & Demerouti, 2015; Kim & Beehr, 2018; Niessen et al., 2016; Plomp et al., 2016). Aligning with findings by Kim and Beehr (2018), this study proposes that empowering leadership fosters job crafting in public sectors of Kurdistan.

The rationale behind this is threefold:

First: Empowering leadership bequeaths employees with autonomy and authority, permitting them to redefine their roles by diminishing hindrances such as institutional constraints (Kim & Beehr, 2018). Such autonomy and power are perceived as crucial job resources, spurring job crafting especially in bureaucratic public organizations (Bakker et al., 2012; Hornung & Rousseau, 2007; Martin et al., 2013; Luu, 2020).

Second: Empowering leadership bolsters their self-efficacy by expressing faith in employees' capabilities, consequently enhancing job crafting (Cheong et al., 2016; Miraglia et al., 2017; Tims et al., 2012).

Third: Empowering leadership, being both supportive and developmental, accentuates valuable feedback and continual learning. Such a leadership style is likely to foster a conducive environment, encouraging employees to take personal initiatives in job crafting (Amundsen & Martinsen, 2014b).

Exploring the dynamics of employee behavior, especially within public organizations, necessitates a deeper understanding of constructs such as job crafting and change-oriented Organizational Citizenship Behavior (OCB). While both concepts may share certain nuances, they possess distinct definitions and implications. Change-oriented OCB is conceptualized as a risky, extra-role behavior aiming at organizational transformation (Vigoda-Gadot & Beeri, 2012). Conversely, job crafting signifies employee-initiated adjustments within their professional responsibilities, aligning with their evolving work/task parameters (Wrzesniewski & Dutton, 2001). Bolino et al. (2015) outlined that employees showcasing heightened OCB levels extend supplementary affective, cognitive, and physical resources. As Wrzesniewski and Dutton (2001) illustrated, job crafting embodies an employee's proactive measures to reshape their job's physical, cognitive, and relational contours. Through job crafting, employees can bolster essential job resources while minimizing superfluous job demands, subsequently enhancing work engagement (Petrou et al., 2012; Tims et al., 2013; Wrzesniewski & Dutton, 2001). Such proactive endeavors can amplify their self-efficacy and psychological capital (Vogt et al., 2016; Wingerden et al., 2016), equipping them with the confidence to brave potential adverse outcomes linked to change-oriented OCB, hence exhibiting increased citizenship behavior (Demerouti et al., 2015). Illustratively, considering the hypothetical institutional reform within Kurdistan's public sector, the anticipated impacts of alterations in a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment would hinge on multiple elements, including the proactivity and additional extra-role behavior of public employees. When such employees expand their job parameters, such as investing in continuous learning and enhancing structural resources, their enhanced capabilities could better equip them to navigate challenges in this evolving context. Hence, public employees could potentially magnify change-oriented OCB via job crafting, effectively responding to challenges stemming from reforms in an increasingly VUCA landscape. Drawing from this analysis, this study postulates a mediating role for job crafting bridging the relationship between empowering leadership and change-oriented OCB. Empowering leadership is postulated to foster job crafting by granting augmented autonomy and developmental support (Amundsen & Martinsen, 2014a). Concurrently, employees immersed in job crafting exhibit a propensity to transform their current work dynamics, thereby demonstrating heightened change-oriented OCB. Consequently, the study hypothesizes:

H2: Job crafting acts as a mediator between empowering leadership and change-oriented OCB in the public sector of the Kurdistan region.

PSM as a Moderator

The examination of empowering leadership and its influence on employees' role behaviors has produced diverse outcomes, with some studies supporting its efficacy and others suggesting potential drawbacks (Li et al., 2016; Raub & Robert, 2010). This inconsistency in findings has led to calls from researchers like Jiang et al. (2019) for more research into possible moderating factors. While empowering leadership is generally viewed favorably (Li et al., 2017; Zhang & Bartol, 2010), its effectiveness has been debated, and certain research even points to its potential "dark side" or the phenomenon of it becoming detrimental when overdone (Lee et al., 2017; Cheong et al., 2019). A closer look reveals that individual factors could account for these disparities (Wong & Kuvaas, 2018; Zhang & Bartol, 2010). This study contends that all employees may not universally experience the impact of empowering leadership; instead, it could hinge on their individual motivation levels (Bayiz Ahmad et al., 2020; van Loon et al., 2017; Villa et al., 2003). Building on this, Luu (2018) asserts that motivational discrepancies could lead to varied responses to leadership influence in the public sector, particularly in regions like Kurdistan. Luu's (2018) findings further suggest that an individual's Public Service Motivation (PSM) can enhance the link between specific leadership styles, such as paternalistic leadership, and outcomes like job crafting. A blanket approach to understanding empowering leadership's effect on individuals might be insufficient. This underscores the importance of considering individual motivational factors when assessing leadership impact in the Kurdistan public sector. Our investigation posits that an employee's Public Service Motivation (PSM) may significantly influence the relationship between empowering leadership and job crafting. PSM can be defined as a distinct form of altruistic or prosocial motivation characterized by specific attitudes and values stemming from public institutions and their overarching goals (Perry et al., 2010). Empowering leadership, characterized by granting significant autonomy and power to employees, does not automatically ensure proactive job crafting. Instead, a robust PSM is critical for employees to adapt and reshape their roles effectively. Empirical evidence supports that employees with heightened PSM levels are more satisfied with their jobs (Liu & Tang, 2011) and exhibit a stronger organizational commitment (Crewson, 1997; Naff & Crum, 1999). They also display proactive behaviors, contribute beyond their designated roles (Bayiz Ahmad et al., 2020; Kim, 2006; Miao et al., 2018), manage stress more effectively (Bao & Zhong, 2021; Liu, Yang, et al., 2015), and typically demonstrate superior job performance (Bellé, 2013). In line with past findings, such as those by Luu (2018) and Taylor (2014), employees with pronounced PSM seem to actively craft their jobs. These employees, driven by a commitment to the greater public good (Perry et al., 2010), are likely to harness the autonomy and power granted by empowering leaders. Their goal often aligns with the overarching values of public organizations: achieving societal benefits. By actively shaping their roles, they enhance the alignment between individual and organizational goals, thereby increasing their sense of purpose and self-worth (Liu, Tang, et al., 2015). This proactive role adjustment is conducive to organizational success, an outcome expected of high-PSM employees. In contrast, employees with diminished PSM levels might not exhibit such a proactive stance, even when presented with considerable autonomy and authority. Their intrinsic motivation to benefit the larger community and organization remains low. Therefore, we propose the following hypothesis for the Kurdistan Region's context:

H3: The presence of PSM plays a critical moderating role in the relationship between empowering leadership and job crafting. Specifically, this relationship is more pronounced and effective for employees characterized by heightened PSM.

Moderated Mediation Hypothesis

we propose that Public Service Motivation (PSM) moderates the influence of empowering leadership on change-oriented Organizational Citizenship Behavior (OCB) through the process of job crafting. Specifically, employees in the Kurdistan Region with strong PSM are more inclined to reshape their roles, utilizing resources provided by leadership, aiming to serve the broader community (Luu, 2020). This active job crafting enhances their self-efficacy and psychological well-being (Vogt et al., 2016; Wingerden et al., 2016). As a result, these employees are better equipped and more confident in displaying change-oriented OCB, essential for addressing multifaceted public needs in an ever-evolving societal context.

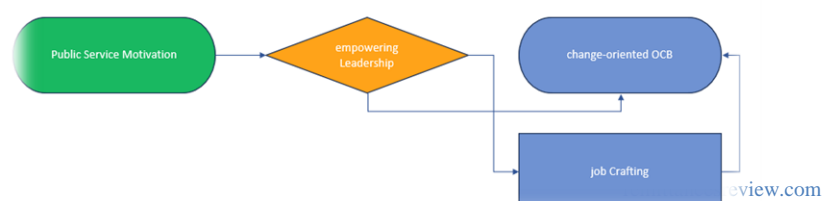


Figure 1. Suggested model with moderated mediation.

employees exhibiting low Public Service Motivation (PSM) are less inclined to proactively adjust their job responsibilities, despite being granted autonomy and authority by their leaders. This reduced motivation limits their display of change-oriented Organizational Citizenship Behavior (OCB). Inherently, adopting change-oriented OCB presents risks. Hence, those with a diminished PSM may avoid these risks. Conversely, those with a robust PSM are more resilient to the potential risks of change-oriented OCB, driven by their aspiration to serve the community and society at large. As a result, we propose:

H4: The interplay of empowering leadership and PSM influences change-oriented OCB through job crafting. Specifically, when an employee's PSM is heightened, the impact of empowering leadership on change-oriented OCB is amplified due to their job crafting initiatives. However, when an employee's PSM is diminished, the influence of empowering leadership on change-oriented OCB is subdued due to the lack of proactive job crafting.

Methodology

A quantitative research approach was adopted to gather insights from public sector workers during a significant institutional transformation. Various government institutions underwent major functional shifts in response to evolving administrative structures. For instance, during the ninth cabinet of the Kurdistan Regional Government, a number of reforms were made like assigning a new cabinet team which led to changes in strategies and the agenda of the Government and more importantly the Government urged institutions to depend more on information technology to enhance government transparency and accountability. These reforms led to significant changes in employee roles and responsibilities. To support employees during this transition, Kurdistan Regional Government initiated training sessions to enhance employees' adaptability to these shifts. The trainees were closely examined for this study. Instead of voluntary participation, the Government systematically mandated attendance for all affected staff. These trainees, hailing from diverse professional backgrounds and departments, were all full-time government workers. The data collection was strategically conducted during two distinct periods in 2022 to monitor the progression of employees' adaptability and response to training. It's worth noting that participation wasn't based on individual choices; rather, it was a structured decision by the HR department. Departments such as IT, finance, administration etc., were among those that actively participated, reflecting the broad spectrum of roles impacted by the institutional reforms.

Survey Timing and Administration

data for the investigation were strategically gathered at two distinct intervals to reduce the potential effects of Common Method Bias (CMB). The initial phase of data collection, which focused on empowering leadership and PSM, took place in January 2022. Subsequent job crafting and change-oriented OCB measurements were obtained in mid-April 2022. Traditional paper survey questionnaires were handed out to 650 attendees for the January session. To ensure integrity and trust in the process, each participant received an envelope that also contained an information letter. This letter highlighted several key points:

1. Participation in the research was entirely optional.
2. All collected data would remain confidential, ensuring that neither supervisory figures nor any external entities, apart from the research team, would access individual responses.
3. Findings from the study would be presented in a consolidated manner, without pinpointing individual responses.
4. Emphasizing that the questionnaire was not a test, and there weren't any correct or incorrect responses, aimed to alleviate any potential performance pressure.

Sample

Of the initial 650 trainees who were handed the survey during the first round of investigation, 580 took the time to fill it out, which is an impressive 89.23% response rate. Fast forward about two months to the

middle of April, and we had 540 folks chime in for the second round. Of these, 534 were the same champs who first responded, bringing our final participation rate to a strong 82.15%. Diving into the demographics a bit: about 57.30% of the responders identified as male. The age spectrum varied, with participants being anywhere from 20 to a youthful 59, and the average age hovering around 32.43 years. When we looked at their professional backgrounds, the experience ranged widely from fresh-faced 1-year veterans to seasoned pros with 30 years under their belt, averaging at about 10.19 years. In terms of education – well, we had a smart bunch! About 79.40% had at least a bachelor's degree, and a noteworthy 25.84% had gone the extra mile to bag a master's or even a doctoral degree.

Measures

The survey instruments in this study mainly relied on 7-point Likert-type scales. Most scales ranged from 1 (Never) to 7 (Very often), except for Public Service Motivation (PSM) which used a range of 1 (Strongly disagree) to 7 (Strongly agree). Established scales were utilized to ensure the measures were culturally and contextually appropriate for the participants, and questionnaires were administered in Kurdish. The translation followed Brislin's (1980) recommendation for cross-cultural research. Initially, the measures were translated to Kurdish and then back-translated by an independent expert to confirm accuracy. Any discrepancies between the original and back-translated versions were addressed to achieve the best translation. For Empowering Leadership, Ahearne et al.'s (2005) 12-item scale was previously validated in a Kurdish setting.

One of the representative items is: “My leader helps me understand the importance of my work to the organization's overall effectiveness” (Ahearne et al., 2005; Zhang & Bartol, 2010). Change-oriented OCB was gauged using a 9-item scale by Vigoda-Gadot and Beerli (2012), which has also been validated in the Kurdish context. An illustrative item from this scale is: “I try to adopt improved procedures for doing the job.” The measure for Job Crafting included statements such as: “I make sure that I use my capacities to the fullest.” (Demerouti, 2014). For Public Service Motivation (PSM), a contextually revised Kurdish PSM scale was employed. A notable item from this scale is: “Making a difference in society means more to me than personal achievements.” (Jacobson, 2011). Further analysis took into account several control variables: employees' age, tenure, gender (with male coded as 0 and female as 1), education (where some college was coded as 1, bachelor's degree as 2, master's degree as 3, and doctorate as 4), and marital status (with not married coded as 0 and married as 1).

Data Analysis and Results

Preliminary Analysis:

In simpler terms, we used a tool called AMOS to double-check the uniqueness of our main study points. When you look at Table 1, you'll see our primary model fits the data pretty snugly. The numbers (like 5.14 for χ^2/df and .95 for CFI) show it's a good fit, especially when compared to the other models we tested. Table 2 has another set of scores (Cronbach's alpha) which further confirm that our measures are on point and reliable. So, with these checks in place, we're all set to dive deeper into our analysis.

Table 1 Comparison of Measurement Models.

Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA	IFI
1. Four-factor model: Empowering Leadership (EL), Public Service Motivation (PSM), Job Crafting (JC), and Change-oriented OCB (COOCB)	720.26	140	5.14	.95	.92	.08	.95
2. One-factor model (All combined: EL, JC, PSM, COOCB)	2065.64	146	14.14	.80	.70	.15	.79
3. Two-factor model (EL, PSM combined; JC, COOCB combined)	1779.52	145	12.28	.82	.75	.14	.83
4. Two-factor model (EL, COOCB combined; JC, PSM combined)	1495.96	145	10.32	.87	.79	.13	.86

5. Three-factor model (EL, PSM combined; JC, COOCB as separate factors)	1210.50	143	8.46	.91	.85	.12	.90
--	---------	-----	------	-----	-----	-----	-----

Note: X^2 represents the standard chi-square test, and df stands for degrees of freedom. CFI denotes the comparative fit index, TLI is the Tucker–Lewis index, RMSEA signifies the root mean square error of approximation, and IFI is the incremental fit index. In this context, EL refers to empowering leadership, JC to job crafting, PSM to public service motivation, and Change-oriented OCB means change-oriented organizational citizenship behavior. This study used a questionnaire approach, which could sometimes introduce what's known as Common Method Bias (CMB). It's a fancy term that basically means the way we gather our data might skew the results a bit (Favero & Bullock, 2015; Jakobsen & Jensen, 2015). We split the data collection into two separate sessions to minimize this potential bias. But since some of the information was still gathered at the same time, we thought it'd be a good idea to double-check if CMB was messing with our findings (Podsakoff et al., 2003). After doing some tests and using Harman's single-factor method, we found that CMB probably didn't significantly affect our results. So, in simpler terms, the way we collected our data seems pretty solid and shouldn't unduly influence our conclusions.

Descriptive Results

Table 2 showcases an overview of the data, showing how different factors relate to each other. Everything seems to line up as we expected, which is great! The main factors we looked at were clearly interconnected in ways that made sense. Also, it seems age, gender, and how long someone's been in their job (tenure) play a significant role in influencing change-oriented behaviors. Just by glancing at these relationships, we can see our initial predictions are on the right track.

Table 2: Descriptive Statistics, Correlations, and Reliabilities.

Variables	M	SD	1	2	3	4	5	6	7	8	9
1. Gender	0.43	0.49									
2. Age	32.45	7.40	.03								
3. Marriage	0.50	0.50	-.05	.38***							
4. Education	2.09	0.75	-.08	.04	.16*						
5. Tenure	8.20	7.00	.06	.88***	.28***	.06					
6. EL	4.97	1.01	-.02	.02	.06	-.09	-.05	(.96)			
7. JC	5.48	0.71	.03	.02	.06	.10	-.06	.32***	(.94)		
8. PSM	5.13	0.77	-.14*	.02	.10	.10	.03	.24***	.21**	(.93)	
9. COOCB	5.32	0.76	.16*	-.11*	-.01	-.01	-.18*	.19**	.38***	.13**	(.94)

Note: This dataset is based on a sample size of 534. Values within brackets represent Cronbach's alpha scores. For α . gender categorization, males are denoted as 0 and females as 1. Marital status is coded with 0 for unmarried individuals and 1 for those who are married. Education levels are coded as follows: 1 for some college, 2 for a bachelor's degree, 3 for a master's degree, and 4 for a doctoral degree. The acronyms stand for: EL (Empowering Leadership), JC (Job Crafting), PSM (Public Service Motivation), and Change-oriented OCB (Change-Oriented Organizational Citizenship Behavior). Significance levels: * indicates $p < .05$, ** indicates $p < .01$, and *** indicates $p < .001$.

Table 3. Results of Hierarchical Regression

	Job crafting			Change-oriented OCB			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	model 7
Step 1: Control variable							
Gender	.06 (.12)	.07 (.09)	.12 (.09)	.33** (.09)	.37** (.09)	.31** (.08)	.21* (.08)
Age	.02 (.015)	.02 (.015)	.02 (.015)	.03 (.015)	.02 (.015)	.02 (.015)	.02 (.015)

Marriage	.00 (.10)	-.04 (.09)	-.08 (.09)	.05 (.09)	.03 (.09)	.05 (.09)	.04 (.09)
Education	.13 (.06)	.17* (.06)	.14 (.06)	.02 (.06)	.04 (.06)	-.03 (.06)	-.02 (.06)
Tenure	-.03 (.015)	-.03 (.015)	-.03 (.015)	-.05** (.015)	-.05** (.015)	-.04* (.015)	-.04* (.007)
Step 2: Main effect							
EL		.31*** (.04)	.30*** (.04)		.17** (.04)		.06 (.04)
Step 3: Moderating effect							
PSM			.18** (.04)				
EL*PSM			.27** (.04)				
Step4: Mediating effect							
JC						.35*** (.04)	.33*** (.04)
R²	0.02	0.09	0.08	0.07	0.09	0.19	0.2
Δ R²	0.02	0.09	0.08	0.07	0.02	0.1	0.01
F		5.80**	7.80***	3.75**	4.60***	10.50***	9.20***

"Note: The sample size is N=534. The figures provided represent unstandardized coefficients. Standard errors are indicated within brackets. In this context, 'EL' stands for empowering leadership, 'JC' denotes job crafting, 'PSM' refers to public service motivation, and 'Change-oriented OCB' is short for change-oriented organizational citizenship behavior. *p is less than .05. **p is less than .01. ***p is less than .001."

Table 4. Examination of Mediating Influences and Their Moderated Consequences.

Outcome		Effect	Boot SE	Boot LLCI	Boot ULCI
Mediating effects		0.08	0.01	0.05	0.12
Conditional	Low PSM	0.01	0.02	-0.03	0.06
Indirect	Mean	0.08	0.01	0.05	0.12
Effects	High PSM	0.15	0.03	0.09	0.22

Note: The sample size was 534. We employed a bootstrapping method with 2000 samples. The value for Low PSM was calculated by subtracting one standard deviation from the mean, while High PSM was determined by adding one standard deviation to the mean.

Hypotheses Tests

The study's hypotheses were examined using hierarchical multiple regression analyses, applying the SPSS software and the PROCESS macro for SPSS/SAS, developed by Hayes. The investigation began with the introduction of all control variables, succeeded by the primary variable, which in this context was empowering leadership. The model was then supplemented with the mediating variable, job crafting, followed by the introduction of the moderating variable, Public Service Motivation (PSM). As depicted in Table 3, the results confirmed a significant correlation between empowering leadership and employees' change-oriented Organizational Citizenship Behavior (OCB), with a β coefficient of 0.17 and a significance level of less than 0.01 (model 5). This result offered empirical support for the first hypothesis (H1). Further analysis revealed that empowering leadership strongly influenced job crafting, as indicated by a β coefficient of 0.31 and a significance level lower than 0.001 (model 2). Similarly, job crafting significantly predicted change-oriented OCB, with a β coefficient of 0.35 and a significance level below 0.001 (model 6). When job crafting was incorporated into the model (model 5), it had a significant effect ($\beta = 0.33$, $p < 0.001$, model 7), while the effect of empowering leadership on change-oriented OCB became non-significant ($\beta = 0.04$, $p < 0.05$, model 7). The PROCESS macro was used to conduct a bootstrapping analysis, a more stringent test of job crafting's mediating effects as proposed in H4. After accounting for the control variables, the indirect impact of empowering leadership on change-oriented OCB through job crafting was significant, with a value of 0.08 and a 95% confidence interval of [0.05, 0.12]. The direct effect of empowering leadership on change-oriented OCB was 0.05, with a 95% confidence interval [-0.04, 0.10]. As such, job crafting was confirmed as a full mediator of the relationship between empowering leadership and change-oriented OCB, supporting H2. The third hypothesis (H3) suggested that PSM would amplify the positive connection between empowering leadership and job crafting. To test this hypothesis, the study employed the standard paradigm for testing the moderation effect while controlling for the effects of other relevant variables. To prevent multicollinearity, the variables of empowering leadership and PSM were centralized. The results revealed a positive correlation between the interaction of empowering leadership and PSM and change-oriented OCB ($\beta = 0.27$, $p < 0.01$, model 3). The moderating effect was visually represented by plotting a three-dimensional interaction, including one standard deviation above and below the mean of PSM. The visual representation confirmed the hypothesis. When PSM was high, the relationship between empowering leadership and job crafting was significantly more positive than when PSM was low, providing support for H3. We utilized a statistical tool known as the PROCESS macro to probe our suggested moderated mediation hypotheses. This tool helped us determine the confidence range for the indirect effect that connects empowering leadership with change-oriented OCB, mediated by job crafting. As demonstrated in Table 4, when PSM was at a low level, the indirect influence of empowering leadership on change-oriented OCB through job crafting was not statistically significant. The 95% CI, which ranges from -0.03 to 0.09 and includes zero, indicates this insignificant effect. However, the scenario changes when PSM is medium or high. In these cases, the indirect effects of empowering leadership on change-oriented OCB, mediated by job crafting, were statistically significant as the 95% CI did not encompass zero. The respective 95% CIs were [0.05, 0.12] and [0.06, 0.22], denoting a significant impact. Our findings lend credence to Hypothesis 4 (H4). We found that the indirect effect of empowering leadership on change-oriented OCB via job crafting becomes prominent when the level of PSM is either medium or high.

Discussion

Increasing organizational efficiency is pivotal for enhancing responsiveness and overall performance. There's a growing need for public employees to exhibit change-oriented organizational citizenship behavior (OCB), as it stands central to both theoretical discussions and practical applications (Campbell & Im, 2016). Surprisingly, public human resource management has somewhat overlooked this pressing concern. Post the insights from Vigoda-Gadot and Beeri's (2012) exploration, there's been a noticeable gap in literature addressing the evolution of change-oriented OCB and its significance in public service. This recent research sought to bridge this gap. The study formulated a nuanced model based on the Job Demands-Resources (JD-R) theory, leadership paradigms, and public service motivation (PSM). This model examined how empowering leadership could potentially mold change-oriented OCB within the realm of public organizations. This study's two-phase data analysis offers theoretical insights and actionable recommendations. The research process involved several methodological steps. To begin, a set of control variables was laid out. Next, the study's core focus, the independent variable known as "empowering leadership," was introduced. The team was particularly interested in how this style of leadership might have indirect effects through another concept: "job crafting." Hence, this element was subsequently added to their analytical model. In their multi-faceted approach, the team didn't stop there. Recognizing the potential influence of an employee's inherent motivation to serve the public, termed as Public Service Motivation (PSM), they factored in this variable as a potential moderator. The results, as detailed in their Table 3, were revealing. There was a clear indication that empowering leadership significantly impacted the degree to which employees engaged in change-oriented behaviors at work. In fact, the data robustly supported the first hypothesis (H1). Digging deeper, the researchers discovered that empowering leadership directly and positively influenced "job crafting." And, this job crafting, in turn, was a significant predictor of proactive, change-oriented behaviors. Yet, when they adjusted their model to include the effect of job crafting, the direct influence of empowering leadership on these behaviors became less pronounced. Through a more stringent analysis, called bootstrapping, the researchers affirmed that job crafting was essentially a bridge or mediator between leadership style and employee behavior. This meant that while empowering leadership did steer employees towards proactive behaviors, it largely did so through promoting job crafting. This insight led to the support of their second hypothesis (H2). The team's third hypothesis (H3) focused on the role of PSM. It theorized that employees with high PSM, or a strong intrinsic drive to serve the public, would be more receptive to empowering leadership, especially in terms of job crafting. To ensure the accuracy of their findings, the researchers took steps to centralize their data and reduce potential bias. The outcomes were aligned with their expectations. Empowering leadership had a stronger effect on job crafting when PSM levels were high. This positive interaction was vividly depicted in a graphical representation, which showcased the enhanced effect of leadership on job crafting for those with heightened PSM. This study shed light on the intricate dynamics between leadership, motivation, and employee behaviors. The team's Fourth hypothesis (H4) see if "empowering leadership" had any indirect effect on the change behavior of public employees through "job crafting", especially considering how motivated they are by serving the public (that's what we mean by PSM). Now, the results were interesting. When the public service motivation was low, there was really no clear connection between leadership and change behavior. But, when the employees were medium or highly motivated by public service, there was a definite link between empowering leadership and their change behavior. So, basically, our guess in hypothesis (H4) was right. Empowering leadership does encourage employees to reshape their roles, but it's more effective when employees have a deep-seated motivation to serve. Through meticulous analysis and methodological rigor, the research offers valuable insights for organizational leaders aiming to cultivate proactive and change-oriented behaviors in their teams.

Theoretical Implications

The present research enriches discussions on leadership and change-oriented organizational citizenship behavior (OCB) in multiple distinct ways. To begin with, earlier literature has substantiated the role of change-oriented OCB in organizational development, singling out leadership as a pivotal driver of this extra-role behavior (Campbell, 2015; Campbell & Im, 2016; Chiaburu et al., 2013; Vigoda-Gadot & Beeri, 2012). The public sector, characterized prominently by bureaucratic red tape, starkly contrasts its private

counterpart (Downs, 1967). It's observed that public employees often navigate negative emotional landscapes, lacking the autonomy for proactive endeavors (Hattke et al., 2020; Moynihan & Pandey, 2007). Although past research spotlighted the influence of empowering leadership within the private sector sphere (e.g., Amundsen & Martinsen, 2014a; Zhang & Bartol, 2010), the pertinent question arose: Does empowering leadership echo its significance in the public realm? The ability-motivation-opportunity (AMO) model posits three cardinal elements - fostering motivation, honing abilities, and crafting opportunities - as catalysts for positive employee behaviors (Appelbaum et al., 2000). The study propounds that empowering leadership in the public sector paves the way for a conducive environment, empowering employees with the "opportunity" to display increased change-oriented OCB. In essence, this research forges a link between empowering leadership literature and the tendencies of employees towards change-oriented OCB in public administration. This resonates with the recent academic appeals for an enriched understanding of how empowering leadership steers employee actions (Cheong et al., 2019; Li et al., 2017). Further, the introduction of the Job Demands-Resources (JD-R) model of job crafting provides a fresh lens to the discourse. Historical inquiries have explored various mediating agents bridging leadership and change-oriented OCB, including variables like leader-member exchange, organizational loyalty, entity identification, and psychological empowerment (Bettencourt, 2004; Campbell, 2015; Choi, 2007). However, diverging from these psychological underpinnings, this study takes center stage with proactive work endeavors, particularly job crafting, as its mediator. The findings illuminate that job crafting serves as a comprehensive mediator, amplifying insights into the dynamics binding empowering leadership and change-oriented OCB. It's imperative to note that public employees can bolster change-oriented OCB by actively reshaping job resources and responsibilities. Therefore, emphasizing job crafting can be instrumental in uplifting individual positive outcomes within public institutions. This research extends the existing body of literature by delving into the moderating role in the dynamic between empowering leadership, job crafting, and change-oriented organizational citizenship behavior (OCB). Although previous scholarly inquiries have probed into various moderating variables, such as power distance, perceptions of politics, and leader-member exchange (LMX) (Harris et al., 2009; Humborstad et al., 2008; Vigoda-Gadot & Beerli, 2012), there remains a conspicuous gap concerning the consideration of employees' intrinsic motivation levels. Addressing this, the study illuminates the pivotal role of public service motivation (PSM) as a moderator. The findings underscore that varying PSM levels can significantly shape the influence of empowering leadership on change-oriented OCB via the mechanism of job crafting. Notably, when public sector employees exhibit heightened PSM, the positive trajectory set in motion by empowering leadership towards job crafting and change-oriented OCB becomes more pronounced. This revelation furnishes fresh perspectives on empowerment strategies, emphasizing that to bolster change-oriented OCB, there's a dual imperative: leaders must empower, and concurrently, there must be an augmentation in employees' PSM.

Managerial Implications

The findings from this research present critical insights that bear significant managerial implications for public organizations.

Emphasis on Empowering Leadership: The research underscores that empowering leadership is instrumental in enhancing employees' change-oriented organizational citizenship behavior (OCB). This aspect is of paramount importance in public organizations, often characterized by their bureaucratic hierarchies and limited employee discretion due to red tape (Buchanan, 1975). The pivotal role of empowering leadership in stimulating employee initiative is evident. To truly harness this benefits, public institutions must familiarize their leaders with the principles of strategic human resource management (SHRM) (Liu & Chen, 2019; Perry, 2010; Sowa, 2020). Additionally, leveraging high-performance work practices (HPWPs) can serve as a guiding beacon for leaders, orienting them towards empowering behaviors such as granting employees increased autonomy and fostering their development (Blackman et al., 2019; Combs et al., 2006). To reinforce this further, it is imperative for public organizations to cultivate a milieu that champions empowerment. Targeted training can be immensely beneficial, steering leaders towards fostering psychological empowerment among their teams, catalyzing an array of positive individual and organizational outcomes.

Role of Job Crafting: The research also illuminates the vital role of job crafting in propelling change-oriented OCB. Recognizing and harnessing the power of job crafting emerges as a strategic imperative for

public organizations. At an organizational echelon, instituting a climate that inspires and facilitates employees to actively mold their roles can be transformative. Leaders, in this context, have a critical mandate. They must champion an environment wherein employees feel empowered to redesign their roles, adjusting their job resources and demands to enhance motivation and ensure optimal person-job alignment. Furthermore, to amplify the efficacy of job crafting, public organizations should invest in training interventions, enabling employees to refine and optimize their job-crafting techniques. On a personal level, Bakker and Demerouti (2007) advocate for employees to augment their social and structural resources, seek out challenges, and mitigate obstacles that impede job efficacy.

PSM as a Moderating Force: An intriguing facet of the findings is the moderated mediation effect unveiled. Public employees with pronounced public service motivation (PSM) manifested a more pronounced impact of empowering leadership on their change-oriented OCB. This underscores the salience of intrinsic motivation. Leaders, eager to witness heightened change-oriented OCB, must be attuned to the nuances of their employees' motivations. Ensuring employees are aligned with PSM emerges as a critical aspect, with leaders needing to integrate PSM into the employee selection matrix. Additionally, crafting an organizational ambiance wherein employees perceive their roles as conduits of societal good can bolster PSM (Bao & Zhong, 2021).

Limitations and Future Research

While illuminating in various aspects, the current research has some inherent limitations that offer avenues for future studies.

Data Source and Common Method Bias (CMB): The research predominantly relied on self-reported data collated from participants in a training course. As highlighted by Podsakoff et al. (2003), such an approach is susceptible to Common Method Bias (CMB), which can potentially skew the findings. Although measures were put in place to minimize the impact of CMB and statistical results didn't pinpoint CMB as a major concern, there's room for enhancement. For robustness and to amplify the generalizability of findings, future investigations should consider diversifying data sources, possibly leveraging multiple raters, and encompassing varied settings for data collection.

Level of Analysis - Individual vs. Team/Organization: This study's focus was primarily on individual-level interactions between empowering leadership and change-oriented OCB. However, existing literature, such as the work by Chen et al. (2007), highlights that empowering leadership can be conceptualized and assessed at an aggregated level, like teams or even entire organizations. This introduces an exciting dimension for prospective research. Adopting a multilevel analytical approach can offer richer insights into the dynamics between empowering leadership and change-oriented OCB across different levels of an organization.

Moderating Role of Public Service Motivation (PSM): The research probed into the moderating effect of PSM primarily in the initial stages, from empowering leadership to job crafting. This left uncharted the potential moderating influence of PSM on the direct relationship between empowering leadership and employees' change-oriented OCB. Future explorations in this realm can bring to the fore deeper understandings of the nuanced interplays between these variables. The research has paved the way for understanding the intricate relationships among the studied variables, it simultaneously underscores the need for a broader and multi-faceted research approach in the subsequent studies.

Conclusions

This study embarked on an exploration to discern ways to enhance change-oriented Organizational Citizenship Behavior (OCB) among public employees. A moderated mediation model was proposed using the Job Demands-Resources (JD-R) theory, the concepts of empowering leadership, and Public Service Motivation (PSM). Through a two-wave survey involving 534 public employees within the Chinese milieu, findings revealed that empowering leadership has the potential to significantly boost change-oriented OCB in these employees via the mechanism of job crafting. Furthermore, the data underscored that the Public Service Motivation (PSM) level in employees moderates the relationship between empowering leadership and job crafting. While acknowledging the study's constraints, it is anticipated that the insights garnered

from this research would catalyze further academic exploration and refinement in the realm of public employees' change-oriented OCB, ultimately leading to enhanced public service methodologies.

Reference

- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology*, 90(5), 945–955.
- Alexandra Beaugard, T. (2012). Perfectionism, self-efficacy and OCB: The moderating role of gender. *Personnel Review*, 41(5), 590–608.
- Amundsen, S., & Martinsen, Ø. L. (2014a). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly*, 25(3), 487–511.
- Amundsen, S., & Martinsen, Ø. L. (2014b). Self–other agreement in empowering leadership: Relationships with leader effectiveness and subordinates' job satisfaction and turnover intention. *The Leadership Quarterly*, 25(4), 784–800.
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249–269.
- Auh, S., Menguc, B., & Jung, Y. S. (2014). Unpacking the relationship between empowering leadership and service-oriented citizenship behaviors: A multilevel approach. *Journal of the Academy of Marketing Science*, 42(5), 558–579.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378.
- Bao, Y., & Zhong, W. (2021). Public service motivation matters: Examining the differential effects of challenge and hindrance stressors on organizational identification and turnover intention. *Public Management Review*, 23(4), 545–566.
- Bayiz Ahmad, A., Liu, B. C., & Saleem Butt, A. (2020). Predictors and outcomes of change recipient proactivity in public organizations of the Kurdistan region of IRAQ. *International Public Management Journal*, 23(6), 823–851.
- Bellé, N. (2013). Experimental evidence on the relationship between public service motivation and job performance. *Public Administration Review*, 73(1), 143–153.
- Bettencourt, L. (2004). Change-oriented organizational citizenship behaviors: The direct and moderating influence of goal orientation. *Journal of Retailing*, 80(3), 165–180.
- Bipp, T., & Demerouti, E. (2015). Which employees craft their jobs and how? Basic dimensions of personality and employees' job crafting behaviour. *Journal of Occupational and Organizational Psychology*, 88(4), 631–655.
- Blackman, D. A., Buick, F., O'Flynn, J., O'Donnell, M., & West, D. (2019). Managing expectations to create high performance government. *Review of Public Personnel Administration*, 39(2), 185–208.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). 'Well, I'm tired of tryin'! Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56–74.
- Borst, R. T., Krueger, P. M., & Lako, C. J. (2019). Exploring the job demands–resources model of work engagement in Government: Bringing in a psychological perspective. *Review of Public Personnel Administration*, 39(3), 372–397.
- Brislin, R. W. (1980). Translation and content analysis of oral and written materials. In H. C. Triandis & J. W. Berry (Eds.), *Handbook of cross-cultural psychology* (pp. 389–444). Allyn & Bacon.
- Brockmann, J. (2017). Unbureaucratic behavior among street-level bureaucrats: The case of the German state police. *Review of Public Personnel Administration*, 37(4), 430–451.
- Buchanan, B. (1975). Red tape and the service ethic: Some unexpected differences between public and private managers. *Administration & Society*, 6(4), 423–444.
- Campbell, J. W. (2015). Identification and performance management: An assessment of change-oriented behavior in public organizations. *Public Personnel Management*, 44(1), 46–69.
- Campbell, J. W., & Im, T. (2016). PSM and turnover intention in public organizations: Does change-oriented organizational citizenship behavior play a role? *Review of Public Personnel Administration*, 36(4), 323–346.
- Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*, 92(2), 331–346.
- Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L., & Farh, J. L. (2011). Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96(3), 541–557.
- Chen, Z. M., & Lin, Y. Q. (2016). Do leader relational behaviors impact subordinates' change-oriented OCB in public sector: The roles of public service motivation and perceived organizational support. *Journal of Public Management*, 13(1), 11–20. (in Chinese).
- Cheong, M., Spain, S. M., Yammarino, F. J., & Yun, S. (2016). Two faces of empowering leadership: Enabling and burdening. *The Leadership Quarterly*, 27(4), 602–616.
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. *The Leadership Quarterly*, 30(1), 34–58.

- Chiaburu, D. S., Lorinkova, N. M., & Van Dyne, L. (2013). Employees' social context and change-oriented citizenship: A meta-analysis of leader, coworker, and organizational influences. *Group & Organization Management*, 38(3), 291–333.
- Choi, J. N. (2007). Change-oriented organizational citizenship behavior: Effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior*, 28(4), 467–484.
- Combs, J., Liu, Y., Hall, A., & Ketchen, D. (2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59(3), 501–528.
- Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of Public Administration Research and Theory*, 7(4), 499–518.
- de Geus, C. J. C., Ingrams, A., Tummers, L., & Pandey, S. K. (2020). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review*, 80(2), 259–270.
- Demerouti, E. (2014). Design your own job through job crafting. *European Psychologist*, 19(4), 237–247.
- Demerouti, E., Bakker, A. B., & Gevers, J. M. P. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. *Journal of Vocational Behavior*, 91(6), 87–96.
- Destler, K. N. (2016). A matter of trust: Street level bureaucrats, organizational climate and performance management reform. *Journal of Public Administration Research and Theory*, 27(3), 517–534.
- Ding, H., Yu, E., Chu, X., Li, Y., & Amin, K. (2020). Humble leadership affects organizational citizenship behavior: The sequential mediating effect of strengths use and job crafting. *Frontiers in Psychology*, 11, 65.
- Downs, A. (1967). *Inside bureaucracy*. Little, Brown.
- Endler, N. S., & Magnusson, D. (1976). Toward an interactional psychology of personality. *Psychological Bulletin*, 83(5), 956–974.
- Favero, N., & Bullock, J. B. (2015). How (not) to solve the problem: An evaluation of scholarly responses to common source bias. *Journal of Public Administration Research and Theory*, 25(1), 285–308.
- Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of Management Review*, 31(2), 270–291.
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20(3), 371–382.
- Hattke, F., Hensel, D., & Kalucza, J. (2020). Emotional responses to bureaucratic red tape. *Public Administration Review*, 80(1), 53–63.
- Hayes, A. F. (2015). An index and test of linear moderated mediation. *Multivariate Behavioral Research*, 50(1), 1–22.
- Homberg, F., Vogel, R., & Weiherl, J. (2019). Public service motivation and continuous organizational change: Taking charge behaviour at police services. *Public Administration*, 97(1), 28–47.
- Hornung, S., & Rousseau, D. M. (2007). Active on the job—Proactive in change: How autonomy at work contributes to employee support for organizational change. *The Journal of Applied Behavioral Science*, 43(4), 401–426.
- Humborstad, S. I. W., Humborstad, B., Whitfield, R., & Perry, C. (2008). Implementation of empowerment in Chinese high power-distance organizations. *The International Journal of Human Resource Management*, 19(7), 1349–1364.
- Jacobson, W. S. (2011). Creating a Motivated Workforce: How Organizations Can Enhance and Develop Public Service Motivation (PSM). *Public Personnel Management*, 40(3), 215–238. <https://doi.org/10.1177/009102601104000303>
- Jakobsen, M., & Jensen, R. (2015). Common method bias in public management studies. *International Public Management Journal*, 18(1), 3–30.
- Jiang, M., Wang, H., & Li, M. (2019). Linking empowering leadership and organizational citizenship behavior toward environment: The role of psychological ownership and future time perspective. *Frontiers in Psychology*, 10, 2612.
- Jin, M. H., McDonald, B. D., Park, J., & Trevor Yu, K. Y. (2019). Making public service motivation count for increasing organizational fit: The role of followership behavior and leader support as a causal mechanism. *International Review of Administrative Sciences*, 85(1), 98–115.
- Kim, M., & Beehr, T. A. (2018). Can empowering leaders affect subordinates' well-being and careers because they encourage subordinates' job crafting behaviors? *Journal of Leadership & Organizational Studies*, 25(2), 184–196.
- Kim, S. (2006). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27(7–8), 722–740.
- Lee, S., Cheong, M., Kim, M., & Yun, S. (2017). Never too much? The curvilinear relationship between empowering leadership and task performance. *Group & Organization Management*, 42(1), 11–38.
- LePine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: Evidence of differential relationships with big five personality characteristics and cognitive ability. *Journal of Applied Psychology*, 86(2), 326–336.
- Levitats, Z., Vigoda-Gadot, E., & Vashdi, D. R. (2019). Engage them through emotions: Exploring the role of emotional intelligence in public sector engagement. *Public Administration Review*, 79(6), 841–852.
- Lichtenthaler, P. W., & Fischbach, A. (2018). Leadership, job crafting, and employee health and performance. *Leadership & Organization Development Journal*, 39(5), 620–632.
- Li, M., Liu, W., Han, Y., & Zhang, P. (2016). Linking empowering leadership and change-oriented organizational citizenship behavior: The role of thriving at work and autonomy orientation. *Journal of Organizational Change Management*, 29(5), 732–750.
- Li, N., Chiaburu, D. S., & Kirkman, B. L. (2017). Cross-level influences of empowering leadership on citizenship behavior: Organizational support climate as a double-edged sword. *Journal of Management*, 43(4), 1076–1102.
- Liu, B. C., & Chen, D. X. (2019). How to make more taking-charge street-level cadres: A framework of strategic human resource management." *Journal of Public Administration* 12(6): 6–19. (in Chinese)

- Liu, B. C., & Tang, T. L. P. (2011). Does the love of money moderate the relationship between public service motivation and job satisfaction? The case of Chinese professionals in the public sector. *Public Administration Review*, 71(5), 718–727.
- Liu, B. C., Tang, T. L. P., & Yang, K. F. (2015). When does public service motivation fuel the job satisfaction fire? The joint moderation of person–organization fit and needs–supplies fit. *Public Management Review*, 17(6), 876–900.
- Liu, B. C., Yang, K. F., & Yu, W. (2015). Work-related stressors and health-related outcomes in public service. *The American Review of Public Administration*, 45(6), 653–673.
- Liu, B. C., Zhang, X. Y., Du, L. Y., & Hu, Q. (2015). Validating the construct of public service motivation in for-profit organizations: A preliminary study. *Public Management Review*, 17(2), 262–287.
- Liu, B. C., & Zhang, Z. H. (2019). Motivational bases of commitment to organizational change in the Chinese public sector. *Social Behavior and Personality: An International Journal*, 47(1), 1–8.
- Lo, M. C., Ramayah, T., & Kueh Swee Hui, J. (2006). An investigation of leader member exchange effects on organizational citizenship behavior in Malaysia. *Journal of Business and Management*, 12(1), 5–23.
- López-Domínguez, M., Enache, M., Sallan, J. M., & Simo, P. (2013). Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 66(10), 2147–2152.
- Luu, T. T. (2018). Behind the influence of job crafting on citizen value co-creation with the public organization: Joint effects of paternalistic leadership and public service motivation. *Public Management Review*, 20(10), 1533–1561.
- Luu, T. T. (2020). Activating job crafting in public services: The roles of discretionary human resource practices and employee use of normative public values. *Public Management Review*, 23(8), 1–33.
- Martin, S. L., Liao, H., & Campbell, E. M. (2013). Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal*, 56(5), 1372–1395.
- Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior. *Public Administration Review*, 78(1), 71–81.
- Miraglia, M., Cenciotti, R., Alessandri, G., & Borgogni, L. (2017). Translating self-efficacy in job performance over time: The role of job crafting. *Human Performance*, 30(5), 254–271.
- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annals*, 5(1), 373–412.
- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal*, 42(4), 403–419.
- Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public Administration Review*, 67(1), 40–53.
- Naff, K. C., & Crum, J. (1999). Working for America: Does public service motivation make a difference? *Review of Public Personnel Administration*, 19(4), 5–16.
- Niessen, C., Weseler, D., & Kostova, P. (2016). When and why do individuals craft their jobs? The role of individual motivation and work characteristics for job crafting. *Human Relations*, 69(6), 1287–1313.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157–164.
- Perry, J. L. (2010). A strategic agenda for public human resource management research. *Review of Public Personnel Administration*, 30(1), 20–43.
- Perry, J. L., & Hondeghem, A. (2008). *Motivation in public management: The call of public service*. Oxford University Press.
- Perry, J. L., Hondeghem, A., & Wise, L. R. (2010). Revisiting the motivational bases of public service: Twenty years of research and an agenda for the future. *Public Administration Review*, 70(5), 681–690.
- Petrou, P., Demerouti, E., Peeters, M. C. W., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33(8), 1120–1141.
- Plomp, J., Tims, M., Akkermans, J., Khapova, S. N., Jansen, P. G. W., & Bakker, A. B. (2016). Career competencies and job crafting: How proactive employees influence their well-being. *Career Development International*, 21(6), 587–602.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.
- Raub, S., & Robert, C. (2010). Differential effects of empowering leadership on in-role and extra-role employee behaviors: Exploring the role of psychological empowerment and power values. *Human Relations*, 63(11), 1743–1770.
- Seppälä, T., Lipponen, J., Bardi, A., & Pirttilä-Backman, A. M. (2012). Change-oriented organizational citizenship behaviour: An interactive product of openness to change values, work unit identification, and sense of power. *Journal of Occupational and Organizational Psychology*, 85(1), 136–155.
- Sowa, J. E. (2020). Reinvigorating the spirit of strategic human resource management. *Public Personnel Management*, 49(3), 331–335.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442–1465.
- Taylor, J. (2013). Goal setting in the Australian public service: Effects on psychological empowerment and organizational citizenship behavior. *Public Administration Review*, 73(3), 453–464.
- Taylor, J. (2014). Public service motivation, relational job design, and job satisfaction in local Government. *Public Administration*, 92(4), 902–918.

- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173–186.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230–240.
- van Loon, N. M., Vandenabeele, W., & Leisink, P. (2017). Clarifying the relationship between public service motivation and in-role and extra-role behaviors: The relative contributions of person-job and person-organization fit. *The American Review of Public Administration*, 47(6), 699–713.
- Vecchio, R. P., Justin, J. E., & Pearce, C. L. (2010). Empowering leadership: An examination of mediating mechanisms within a hierarchical structure. *The Leadership Quarterly*, 21(3), 530–542.
- Vigoda-Gadot, E., & Beerli, I. (2012). Change-oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics. *Journal of Public Administration Research and Theory*, 22(3), 573–596.
- Villa, J. R., Howell, J. P., Dorfman, P. W., & Daniel, D. L. (2003). Problems with detecting moderators in leadership research using moderated multiple regression. *The Leadership Quarterly*, 14(1), 3–23.
- Vogt, K., Hakanen, J. J., Brauchli, R., Jenny, G. J., & Bauer, G. F. (2016). The consequences of job crafting: A three-wave study. *European Journal of Work and Organizational Psychology*, 25(3), 353–362.
- Wingerden, J. V., Bakker, A. B., & Derks, D. (2016). A test of a job demands-resources intervention. *Journal of Managerial Psychology*, 31(3), 686–701.
- Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, 44(2), 757–783.
- Wong, S. I., & Kuvaas, B. (2018). The empowerment expectation-perception gap: An examination of three alternative models. *Human Resource Management Journal*, 28(2), 272–287.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179–201.
- Xi, J. P. (Ed.). (2019). Speech at the summary conference of deepening the party and state agencies reform. Retrieved http://www.xinhuanet.com//2019-07/05/c_1210181227.htm (in Chinese)
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engage