

International Replication Note

The Growth Value of Good Citizenship: An Examination of the Relationship Between Civic Behaviour and Involvement in the Job

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La relation entre politique et emploi n'a pas beaucoup été étudiée jusqu'à présent. Cette étude a mesuré la relation existant entre le comportement civique (altruisme en général, participation civique, efficacité politique, désenchantement envers le gouvernement) et l'implication au travail représentée par une combinaison de trois dimensions: l'engagement dans l'organisation, les intentions de changement de travail et la perception de ses résultats. Les répondants étaient 268 membres du personnel infirmier appartenant aux organisations de santé publique en Israël. Les résultats de l'analyse de régression ont indiqué que, de manière générale, le comportement civique était lié à l'implication au travail. L'altruisme en général et le désenchantement envers le gouvernement avaient une liaison significative avec l'autre variable, pouvant être définie comme modérée mais riche en signification. Elle est modérée parce que les variables du comportement civique n'expliquent qu'une partie de la variance relative à l'implication au travail. Elle est riche en signification parce que ce rapport existait au delà de l'effet des variables de contrôle. Plusieurs conclusions et recommandations sont présentées en vue d'un examen plus approfondi de cette relation entre comportement civique et les effets du travail.

The relationship between politics and the workplace has not received much attention. This study tested the relationship between civic behaviour (general altruism, civic participation, political efficacy, and disillusionment with government) and involvement in the job represented by a combination of three constructs: organisational commitment, turnover intentions, and perceived performance. The respondents were 268 nursing personnel from public health organisations in Israel. Regression analysis findings showed in general that civic behaviour was related to involvement in the job. General altruism and disillusionment with government had a significant relationship with the outcome variable, definable as modest but meaningful. It is modest

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because the civic behaviour variables did not explain a large portion of the variance of involvement in the job. It is meaningful because this relationship held beyond the effect of the control variables. Several conclusions and recommendations are offered for further examination of the relationship between civic behaviour and work outcomes.

INTRODUCTION

The relationship between civic behaviour and the workplace has not received much attention. The expectation that civic behaviour will be related to behaviour at the workplace was advanced by several studies in political theory (Almond & Verba, 1963; Brady, Verba, & Schlozman, 1995; Inkeles, 1969; Peterson, 1990). Work and politics are argued to be basically similar institutions and therefore experiences in one domain can spill over into the other (Sobel, 1993). According to Almond and Verba (1963) the workplace is close in time and in kind to the political sphere. Work occurs contemporaneously with politics, and both are formally structured. Roles in the political sphere can train occupants to perform workplace roles because experiences of self-direction or conformity in politics inculcate congruent values and orientations. Recent research on organisational citizenship behaviour (OCB) has also pointed out the relationship between behaviour in the civic setting and behaviour at work. As the word *citizenship* carries political implications, some enrichment of the concept has been taken from political theory (Graham, 1991; Van Dyne, Graham, & Dienesch, 1994). The goal of this study is to test the relationship between civic behaviour and involvement in the job, a construct that combines important work attitudes such as organisational commitment, turnover intentions, and perceived performance. This paper examines organisational phenomena from an interdisciplinary perspective, a need suggested in the literature on nonwork domains (Near, Rice, & Hunt, 1987) and political science domains (Graham, 1991).

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Several conceptual frameworks have been advanced to explain how general citizenship relates to behaviour at work. Most of the research mentioned earlier (Brady et al., 1995; Peterson, 1990; Sobel, 1993) described the relationship between work and politics as a *spillover* effect. This notion arose from early research on the work/nonwork relationship (Blauner, 1964; Goldthorpe, Lockwood, Bechhofer, & Platt, 1971). The spillover model states that the nature of one's work experiences will carry over into the nonwork domain and affect attitudes and behaviours there. It posits a

transference of beliefs, attitudes, and values learned in one setting to another. The degree of involvement at work will be directly related to the degree of involvement in social roles outside the workplace (Champoux, 1981; Randall, 1988). In addition, it is suggested that influences also flow from family and community to work (Crouter, 1984; Price, 1985). Sobel (1993) argued that intense participation in politics might influence work participation. Brady et al. (1995) elaborated on how experiences in one domain can be transferred further. When people perform skill-acts in one institution they increase their skills so that they can engage in still more skill-acts in that or some other domain. Political participation can provide the individual with civic skills that can be relevant to the workplace. People use pre-existing civic skills (education-based organisational and communications skills) or develop civic skills through their involvement in the institutions of adult life to perform skill-acts. Engaging in skill-acts (planning meetings, making speeches, etc.) develops civic skills that are potentially transferrable to work (Sober, 1993).

A different type of rationale for the relationship between the civic and the work setting stems from research dealing with individual differences as determinants of work behaviour. Many studies that tested the relationship between personality and work behaviour were summarised in meta-analyses (Ones, Mount, Barrick, & Hunter, 1994; Tett, Jackson, & Rothstein, 1991) and found modest correlations and substantial variation across situations, which affects the strength of the relationship between personality traits and criteria of interest (Adler, 1996). Interesting research on personality and work behaviour can also be found in the OCB literature. Brief and Motowidlo (1986) argued that there is an OCB personality. Individuals with strongly prosocial tendencies have internalised higher, more universal standards of justice, social responsibilities, and modes of moral reasoning; they are more empathic to the feelings of others, and therefore better able to see the world from others' emotional and motivational perspectives. However, a thorough literature review by Organ (1994) showed that many correlations between personal psychological variables and OCB are trivial and unreliable, so the idea of a disposition for OCB seems untenable.

The somewhat disappointing results of research on the relationship between personality and work behaviour have led researchers to propose some alternative directions for it. Adler (1996) suggested that serious consideration should be given to criteria other than job performance, and argued that future research is likely to add to our understanding of the linkages between genetically based dispositions and work-related perceptions, affect, and attitudes. Adler (1996) and Schneider (1996) also recommended use of behavioural assessment methods to measure personality dimensions by inferring the extent to which someone possesses a particular attribute from his or her behaviour in a particular situation. This

paper follows both recommendations. First, it tests work attitudes as the outcome variable. Second, it proposes that dispositions are demonstrated in people's behaviour such as general citizenship behaviours.

Relationship of Civic Behaviour with Involvement in the Job

The dependent variable in this study, involvement in the job, is a combination of three important work attitudes. Performance is the most frequently studied concept in literature on management and this research tests a dimension of this behaviour such as perceived performance. Turnover intentions is the other outcome examined in this study because employee turnover is one of the aspects most studied in organisational research (Mitra, Jenkins, Douglas, & Gupta, 1992). Another frequently researched work attitude is organisational commitment, defined as the strength of attachment to an organisation, and reflecting a psychological state more than overt behaviour (O'Reilly & Chatman, 1986).

In this study, four dimensions of civic behaviour are tested in their relationship to involvement in the job. The first is civic participation, which covers participation in political and community activities. Political participation includes activities like voting, sending support/protest messages to politicians, or taking part in political demonstrations (Peterson, 1990). Some people may prefer to participate in a closer, perhaps more personal domain: the community, which can offer them activities such as membership of a tenants' committee or of a parents' school committee (Sobel, 1993). The expectation is that people who are active in political and community spheres will demonstrate higher levels of work involvement than those who are not active (Price, 1985; Sobel 1993). This expectation is based on the argument that the experience and expertise gained by participating in political and community activities might provide good tools to make it easier to demonstrate higher levels of involvement in the job (Brady et al., 1995; Sobel, 1993).

Hypothesis 1: Civic participation will be positively related to work outcomes.

The second dimension tested is general altruism. The focus here is on civic behaviours that show care, kindness, compassion, and consideration towards other citizens, in particular those who need the support of others. Citizens who demonstrate such behaviours are expected to exert higher levels of involvement in the job, in particular as general altruism seems to represent altruistic behaviour outside the work setting. The sensitivity, kindness, and consideration people acquire and learn in the civil setting will also be reflected at work.

Hypothesis 2: General altruism will be positively related to work outcomes.

Third, political efficacy refers to the individuals belief that with personal effort he or she can influence political officials and affect the political system (Barner & Rosenwein, 1985). Niemi, Craig, and Mattei (1991) argued that of the different concepts dealing with the individuals attitudes towards politics, political efficacy is the most important; it has indeed received much attention in the literature. Conceptually, political efficacy is related to political participation. People with high political efficacy will be motivated to participate in the political system, believing in their ability to influence it, and presumably they will transfer such a perception to the work setting as well.

Hypothesis 3: Political efficacy will be positively related to work outcomes.

Disillusionment with government is defined as the way citizens adopt the cynical view of government as indifferent to the citizen (Schussler, 1982). Political orientations are considered an important aspect of citizenship because they help to shape individuals' understanding of the political world and their place in it (Peterson, 1990). Disillusionment with government represents alienation in the political arena, and such alienation can be related to alienation at work (Peterson, 1990; Seeman, 1967). Van Dyne et al. (1994) tested a variable reflecting cynicism, and argued that it could have a pervasive and important effect on a variety of behaviours, including those in the workplace. Theiss-Morse (1993) argued that people who are cynical about the political system and do not perceive themselves as capable of influencing it will transfer such an orientation to the work setting as well. A spillover of disillusionment with government to the work setting will result in lower levels of involvement in the job.

Hypothesis 4: Disillusionment with government will be negatively related to work outcomes.

METHOD

Subjects and Procedure

Data were collected from a sample of nurses in the north of Israel. Three data sources were used—two hospitals and a group of nurses participating in higher education programmes at an Israeli university. Altogether 500 questionnaires were distributed; 268 usable questionnaires were returned, a response rate of 54%. Of the respondents, 81% were females, 60% were

married, and 67% had high school education or higher. The average age of the respondents was 34 and the average tenure in the organisation was nine years. The demographic characteristics of the three data sources were quite similar, so it was decided to combine them into one group for the analysis.

Measures

Involvement in the Job. This variable was generated by combining three variables into one scale. Three variables constituted the dependent variable: (a) Organisational commitment, measured by the shortened nine-item version of the attitudinal Organizational Commitment Questionnaire (OCQ) introduced by Porter and Smith (1970). (b) Perceived performance, defined as behaviours recognised by a formal reward system and part of the requirements featured in job descriptions (Williams & Anderson, 1991). Accordingly, respondents were asked to indicate their agreement with the following items (sample items): (1) "I adequately accomplish assigned duties"; (2) "I fulfil responsibilities specified in job descriptions". (c) Turnover intentions, measured by three items based on Mobley, Griffeth, Hand, and Meglino's (1979) definition and following similar measures applied in the literature (Michaels & Spector, 1982). Accordingly, respondents were asked to indicate their agreement with the following three items: (1) "I think a lot about leaving the organisation"; (2) "I am actively searching for an alternative to the organisation"; (3) "I will leave the organisation as soon as it is possible". Scales of the three variables ranged from 1 (strongly disagree) to 5 (strongly agree). The decision to combine the three variables was based on high correlations found among them and the similarity in their content, which probably was the main reason for the high intercorrelations. All three variables are work attitudes that deal with employees' involvement in the job. The definition of the OCQ, for example, refers to turnover intentions and performance (Mowday, Porter, & Steers, 1982). The reliability of the combined 19-item scale was .89, and this high reliability strongly supports the decision to combine the three variables into one variable.

Civic participation. Civic participation refers to "those activities by private citizens that are more or less directly aimed at influencing the selection of governmental personnel and/or the actions they make" (Verba & Nie, 1972, p.2). It represents one's attempts to influence and contribute to the political system and the community. Civic participation was measured by 18 items, based on similar measures developed by Almond and Verba (1963) and Milbrath and Goel (1977). Respondents were asked to report the frequency of their involvement in community and political activities such as (sample items): (1) being a member of a political party; (2) sending support/protest

letters to politicians; (3) being a member of a voluntary organisation in the community. Respondents were asked to indicate on a 3-level scale how active they were on each activity: (1) never active, (2) active in the past, (3) active today. The total score for each respondent was calculated by summing up the responses for each item. The resultant Cronbach's alpha was .81.

General altruism. General altruism was defined as the frequency with which people engage in altruistic behaviours such as being more generous, helping, and kind to others (Rushton, Chrisjohn, & Fekken, 1981). It was measured by 17 items based on the measure developed by Rushton et al. (1981), which represents adherence to positive norms in society that are expected in good citizens. The scale for items ranged from 1 (never) to 5 (very often). Sample items are: (1) "I have done volunteer work for a charity"; (2) "I have given directions to a stranger"; (3) "I have donated blood". Cronbach's alpha of .85 was achieved.

Political Efficacy. Guyton (1988) defined this variable as one's perceptions of one's capability to understand and influence the decision-making process in the political system. The scale was measured by seven items: four of them measure internal efficacy, two measure external efficacy, and one measures both (Niemi et al., 1991). Sample items include: (1) "I consider myself to be well qualified to participate in politics"; (2) "I feel that I could do as good a job in public office as most other people". Each of the items was measured on a 5-point scale (1 = strongly disagree, to 5 = strongly agree). The resultant Cronbach's alpha was .64.

Disillusionment with Government. This scale reflects the way citizens adopt the cynical view of government as indifferent to the citizen, perhaps scornful of him or her (Schussler, 1982). It was measured by seven items based on the measure developed by Schussler (1982). Sample items include: (1) "We are slowly losing our freedom to the government"; (2) "Most politicians are more interested in themselves than in the public". Responses were made on a 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha of .79 was achieved.

Control Variables. Demographic variables were applied as control variables in this study. They included gender, a dichotomous variable (0=male; 1=female), and education, which was measured as an ordinal variable on a scale from 1 (partial high-school education) to 5 (master's or higher degree). Age and number of children were measured on a ratio scale. All the control variables included here are variables demonstrated in theory and research to be related to political behaviour (Milbrath, 1965) and work outcomes (Mowday et al., 1982).

FINDINGS

Table 1 presents descriptive statistics and the intercorrelations of the research variables. The data indicate good psychometric properties of the measures. The correlations among the independent variables are quite low and indicate the absence of multicollinearity. This should be noted because although most of the variables in this study were based on self-report data, which allows source bias or general method variance, the low correlations among the independent variables suggest the absence of common method variance in these data.

Table 2 presents the results of the regression analyses. The control variables were entered into the equation in step 1. Only number of children had a significant relationship with the dependent variable, explaining 12% of the variance. In step 2 the four civic behaviour variables were entered into the equation. The nonsignificant coefficient of civic participation indicates no support for Hypothesis 1, which expected a positive relationship between this variable and involvement in the job. Hypothesis 2 was strongly supported by the strong and positive relationship of general altruism to involvement in the job as shown in Table 2. No support was found for Hypothesis 3 because of the nonsignificant coefficients of political efficacy with involvement in the job. The findings in Table 2 showed that a stronger perception of disillusionment with government led to a weaker involvement in the job. This finding supports Hypothesis 4. Overall, the findings of Table 2 show that variance explained by the independent variable is 20%. The contribution of the civic behaviour variables beyond the effect of the control variable was statistically significant ($F=5.14$; $P<.001$) and strengthens the conclusion of a meaningful relationship between the civic behaviour variables and involvement in the job.

DISCUSSION

The findings show in general that civic behaviour was related to important attitudes in the work setting. The relationship found here can be defined as modest but meaningful. It is modest because the political behaviour variables did not explain a large portion of the variance of the three work outcomes, and meaningful because this relationship held beyond the effect of the control variables. Note that the civic behaviour variables were not expected to explain a large portion of the variance because research shows that the outcome variable studied here is related more strongly to work situational variables (Mowday et al., 1982). Thus, the findings show the usefulness of concepts adopted from one discipline, political science, for another, organisational behaviour.

Very little research exists on the relationship between civic behaviour and work involvement examined from the perspective of political theory. The

TABLE 1
Descriptive Statistics and Intercorrelations Among Research Variables

Variables	M _{eans}	S. <i>D.</i>	1	2	3	4	5	6	7	8	9	
<i>Dependent variable</i>												
1. Involvement in the job	3.87	0.59	(0.89)									
<i>Independent variables</i>												
2. Civic participation	1.72	0.35	.10*	(.81)								
3. Political efficacy	2.91	0.68	.04	.39***	(.64)							
4. Disillusionment with government	3.06	0.67	-.15**	-.15**	.00	(.79)						
5. General altruism	3.77	0.67	.23***	.26***	.11*	.11*	(.85)					
<i>Control variables</i>												
6. Gender (female)	0.81	0.39	.06	-.03	-.18**	.14*	.12*					
7. Age	33.51	10.90	.28***	.17**	.05	-.01	.31***	-.06				
8. Education	2.82	1.06	-.02	.23***	.27***	-.09	-.03	-.14*	-.03			
9. Number of children	1.31	1.39	.32***	.22**	.07	-.02	.08	-.11	.62***	-.07		

Reliabilities in parentheses.
N = 236-268 due to missing values.
P* < .05; *P* < .01; ****P* < .001.

TABLE 2
Multiple Regression Analyses (Standardised Coefficients) of Civic
Behaviour Variables on Work Outcomes

	<i>Involvement in the Job</i>	
	<i>Step 1</i>	<i>Step 2</i>
<i>Control variables</i>		
Age	.14	.07
Education	.02	.02
Gender (female)	.10	.07
Number of children	.26**	.24**
<i>Civic behaviour</i>		
General altruism		.23***
Civic participation		-.08
Political efficacy		.03
Disillusionment with government		-.20**
R ² (Adjusted)	.12 (.11)	.20 (.17)
F	7.73***	6.73***
ΔR ²		.08
F Change		5.14***

N = 235–268 due to missing values.

* $P \leq .05$; ** $P \leq .01$; *** $P \leq .001$.

findings here showing that variables representing political behaviour were useful in predicting important work attitudes are in line with those of Kirchmeyer (1992), who found that resources made available for work by participation in community activities positively affected organisational commitment, and time commitment to community activities positively affected job satisfaction. Kirchmeyer's findings, together with the findings of this research, support the spillover hypothesis, according to which individuals tend to cope with increasing organisational and extra-organisational role demands by responding positively to those demands (Randall, 1988). Adding new roles liberates a source of energy for the individual, and rather than having to pay for extensive social involvements, individuals may come away from new involvements more enriched and vitalised. The significant relationships found here support Adler's (1996) argument that future research should use work attitudes as criteria and not concentrate only on job performance. Studies such as this one can add to our understanding of the linkages between dispositions and work attitudes. The findings support Adler's other recommendation to use a behavioural assessment method, such as civic behaviours applied here, to measure personality dimensions.

Finally, a limitation that should be mentioned is that the design of this research is cross-sectional and any conclusions regarding causality should be treated with caution. Future research on the relationship between politics

and work would benefit from a longitudinal research design that would be able to illuminate the nature of this relationship. Despite this limitation, the findings of this study have demonstrated the usefulness of examining work attitudes in a conceptual framework developed in another discipline, political science. The results support Kirchmeyer's (1992) conclusion that to truly understand the individual at work, one must consider not only her or his work life but also her or his life away from work. So far, research regarding work outcomes has concentrated mostly on situational determinants. The relatively low variance that has been accounted for in most of this research has shown that more work is needed in this area. The contribution of this research lies in its pointing out some new directions to better explain these important behaviours and attitudes.

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